

**Challenges experienced by Tshwane Metropolitan Police Department
on the execution of their crime prevention mandate**

By

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Security Management

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DECLARATION

Student number: **37000888**

I, **KWAPENG ELVIS MADIHLABA**, declare that this dissertation:

THE CHALLENGES EXPERIENCED BY TSHWANE METROPOLITAN POLICE DEPARTMENT IN THE EXECUTION OF THEIR CRIME PREVENTION MANDATE is

my own work and that all the sources that I have quoted have been indicated and acknowledged by means of complete references.

SIGNATURE

(KE MADIHLABA)

DATE

ACKNOWLEDGEMENT

I would like to thank the almighty God who gave me the strength to finish this qualification.

In addition, I would like to thank the following people, who made it possible for me to achieve this qualification.

Family members:

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My brothers: Calton Masele, Harry Mapetu, Sophete Masele and Jeffrey Mapetu Madihlaba; mother-in-law: Lydia Bokaba and the late Ngwanammakgwongwane Madihlaba; my sister in law Shereen Bokaba, my cousin Kwapeng Ruben Madihlaba, Uncle Moses Masele Madihlaba and the late brother in law Eddie Thabe Bokaba. Thanks to all of them for their foundational support in my education.

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EXECUTIVE SUMMARY

This study was conducted in Tshwane at (TMPD). The study involved 164 members from TMPD. The respondents were categorised as supervisory level and operational level. Self-administered questionnaire was used to collect data. The questionnaire had open-ended questions (bringing a qualitative element) and closed-ended questions (bringing quantitative element).

This study sought to answer the following research questions:

- What is the traditional role of municipal law enforcement agencies?
- What are legislative provisions for establishment of Municipal Police Services?
- What are factors hindering the effectiveness of metro police officers on their crime prevention mandate?
- What level of training is appropriate for the metropolitan police officer to be effective in crime prevention?
- Are there additional adequate resources needed in the metro police facilities to enable the officers to help police combat crime effectively?

The following are some of the findings:

- Traditional law enforcement agencies were found to be performing the following duties: patrolling the streets; writing traffic fines; observing accidents; controlling and monitoring road traffic flow; issuing of road traffic and by-law notices; arrest and detention of suspects; crowd control in service delivery; unrest and strike situation; attending of selling goods without license; confiscation of hawkers' goods; preserving court evidence and investigation of serious crime.
- It was found that the TMPD had reasonable resources to help them carry out their mandate. More still need to be done though.
- Political influence, interventions and interference.

Based on the findings, recommendations were formulated that, hopefully, will help TMPD to improve in their crime prevention mandate.

ACRONYMS

ANC	: African National Congress
CBD	: Central Business District
CEO	: Chief Executive Officer
CTMM	: City of Tshwane Metro Municipal
IDP	: Integrated Development Programme
IPID	: Independent Police Investigative Directorate
IDPS	: Integrated Development Plans
JMPD	: Johannesburg Metropolitan Police Department
MOA	: Memorandum of Agreement
MEC	: Member of Executive Council
MPS	: Metro Police Service
MSA	: Municipal System Act
NGO	: Non-Governmental Organisation
NCPS	: National Crime Prevention Strategies
NDPS	: National Development Plans
NP	: National Party
NRTA	: National Road Traffic Act
PFMA	: Public Finance Management Act
SANDF	: South African Defence Force
SAPF	: South African Police Force
SAPS	: South African Police Service
SWAPOL	: South West African Police
UNISA	: University of South Africa
USA	: United State of America
TCB	: Tshwane Central Business
TCBD	: Tshwane Central Business District

Dedication

This dissertation is dedicated to the following people:

- All metro police operational and supervisory officers who participated in the study.
- All municipal police department within the country who are executing crime combating and reduction in this difficult circumstance.
- The passionate and very committed Tshwane metro police officials.
- All other law enforcement agencies (private security officials, Correctional service official, special investigation unit officials, private investigators, South African Police Service officers, military officers, and Custom).

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CHAPTER 1

GENERAL ORIENTATION AND BACKGROUND

1.1 INTRODUCTION

This chapter introduces challenges experienced by Tshwane Metro Police Department (TMPD) in the execution of their crime prevention mandate that needs to be examined. This is because they have impact negatively on safety and security matters they provide to the society. In 1998, the Parliament of the Republic of South Africa passed the SAPS Act No.83 of 1998 in October during strategic plan to increase crime-combating capacity. The legislation made provision for establishment of the municipal police services also known as Metro Police Services (MPS) by municipality operating within specific jurisdiction.

The role played by South African Police Service (SAPS) in the prevention of violent crime proved insufficient. This remains one of the reasons that resulted to amendment of the South African Police Services Act, Act No. 83 of 1998, which provides for the formulation of Municipal police or MPS (MPS), to perform duties independently from SAPS. The aim of creating the MPS is to support and compliment the SAPS in the maintenance of peace and stability in broader community. This chapter briefly introduces legislative frameworks and principles on where metro police service has been created in South Africa. It was also finalised in the African National Congress (ANC), which is the ruling party since 1994 on their 52nd Polokwane Conference on the safety and security policy that outlined unitary police service in South Africa and the Metro Police Service (African National Congress, 2007).

1.2 PROBLEM STATEMENT

The ruling party and other role-players (such as community-organised forums on policing, professionals and non-governmental organisations) have formulated crime prevention models to assist communities in dealing with criminal activity (Mkhabela, 2007:8). While Mokena (2007:8) emphasises that some of the known responsibilities of municipal police includes road traffic control and municipal by-law implementations, currently, these responsibilities they are negatively affected by challenges on their crime control role as it is not clearly stipulated during amendment of SAPS Act No.83 of 1998.

Rauch, Shaw and Louw (2001: 19) outline that the municipal police in the South Africa is new needs a clear direction in terms of legislative frameworks. Municipal police are independent from SAPS with regards to roles, responsibilities, tasks, and control. There is misconception and misperception with regard to the role played by municipal police in maintaining law and order. Sections 64 E of the SAPS No. 68 of 1995 describe the responsibility of the municipal police service as:

- Traffic policing, subject to any legislation relating to road traffic management.
- The policing of municipal by-laws and other municipal ordinances.
- Crime control and combating.

For the mere fact that crime control mentioned last as secondary function in terms of the SAPS Act, it fit very well to the sentiment that is not the prime role of municipal police. For the purpose of crime prevention mandates, it is important for legislators and government to make amendment and approval of any laws that give clear indications on the role of municipal police service. A clear interpretation of crime prevention role of metro police is key fundamental approach and strategy in assisting SAPS in maintaining the law.

Crime prevention capabilities of police within local authority will also boost the investors and community's confidence in making business at specific municipal area. For the mere fact that crime prevention role and responsibility of MPS is mentioned last in South African Police Service Act No. 68 of 1995 section 64E it outlines the perception mentioned by Rauch, et al. (2001:18). Road traffic control and enforcement of municipal by-law is the main responsibilities and duties of municipal police services.

Government has taken into account this task as they intentionally tabled it as the main purpose for creating MPS (Rauch, et al., 2001:19). This assertion is outlined in Section 64 A (2) of the SAPS Act No.68 of 1995 that creation of police service in municipality may not interfere with the road traffic control and management of any local authority. This perception is similarly stipulated in the White Paper on Safety and Security of 1998 where it outlines the crime prevention role of municipal police as visible policing through foot and vehicle patrols and controlling of traffic at intersections. The following are some of challenges that hinder the metro police officer from executing their duties diligently on day-to-day basis, and are not limited to:

- Legislative constraints on limitation of powers and functions of metro police officers (The SAPS Amendment Act No. 83 of 1998).
- Lack of resources to enable officers to do constant crime prevention patrols (Montesh 2011:9).
- Accountability, control and command of MPS (The SAPS Amendment Act No.83 of 1998).
- In-service training, skills development, selection and recruitment of metro police officers (Mokoena 2007:142).
- Political influence, interventions and interference on operational and administrative matters of the MPS (The SAPS Amendment Act No.83 of 1998).
- Duplication of functions and other challenges such as lack of resources and tools of trade (Montesh, 2011:9).

The impact of these challenges as mentioned makes it difficult for metro police officers to execute their operational and administrative duties efficiently; it also negatively affects service delivery and economic-social welfare of community. This research will identify key challenges that hinder effectiveness of MPS in crime combating, and also provide solutions to the set crime prevention constraints. In addition, it was envisaged that the study will hopefully uphold, improve and permanently enhance the effectiveness of the metro police in preservation and combating of criminal activity. The next aspects to follow in the next chapter will be the role, crime control, emerging of municipal police, political culture, community involvement, and brief legislative principles.

1.3 POLICE SERVICES WITHIN LOCAL GOVERNMENT

The Constitution of Republic of South Africa, Act No.108 of 1996 outlines the responsibilities of SAPS as to ensure that all citizens live in violent free society, protection, and securing of citizen's belongings and investigation of any criminal activity. While the SAPS Act No.68 of 1995 postulates that the purpose of the SAPS is ensuring that crimes committed are thoroughly investigated. The White Paper on Safety and Security of 1998 acknowledges the perception of maintaining law and order by introducing other safety and security models or approaches such as reduction of criminal activity through social and environmental landscaping. These mechanisms also put emphasis on the implementation of SAPS strategies and standards that are aimed at promoting and preserving safety and security by means of crime prevention and visible

policing as stipulated in the White Paper on Safety and Security of 1998. Wolvaard (2007:3) argues that global police aims at ensuring that people are protected against any form of criminal activities. This assertion is supported by Gastrow (2001:4) by accentuating that public police must directly focus on maintaining law and order. Baker (2008:68) on the other hands, adds that public police ought to learn developing tactical approaches in dealing with criminal acts in general.

Makarenko (2004:131) concurs with views by Wolvaard (2007:3), Baker (2008:68) and Gastrow (2001:4), by stating that for public police to be experts and be professionals in law and order, they should learn developing tactical approaches, they should learn developing tactical approaches, to handle crimes syndicates commit, since such crimes need specialised intervention. This is because of the potential criminal threats to the various parts of the world such as state capture on economy, social life and political indifferences. Therefore, these authors contributed to the literature with plausible consensus on how the public police should have different approaches with regard to crimes committed by criminals.

Interventional approaches will assist in developing reliable ways and perceptions on how professional and crime experts could formulate systematic and preventive processes for the public police in resolving criminal activities. In order for the public police to maintain law and order, they must be capacitated with relevant training. By capacitating the public police officers with necessary expertise, knowledge and tactical awareness will enable them to logically analyse crime situations. Specialised skills and knowledge acquired by public police during training process will be vital during the preservation, enforcement and implementation phases.

1.3.1 The role of public police in crime prevention

Burger (2007:111) indicates that in order for the public police to be able to prevent criminal activity, they must draft a comprehensive police leadership approaches and strategies dealing with organised criminal activities on administrative and operational levels. While Tilley (2005:405) opines that the public police are empowered unlimitedly to be effective in maintaining law and order, through accountable behaviour whereby the police could compel victims, witness and ordinary people to be involved when crime is committed, and beyond that which in turn will control certain criminal activities and behaviours.

Ekblom (2011:114) concurs with this opinion by describing crime prevention as a morally agreed norms and values within the society which is aimed at eliminating criminal activities. Similarly, Suffla, Van Niekerk and Duncan (2004:1) concur with Burger (2007:111) and Tilley (2005:405) by buttressing that crime prevention is proactive crime risk method, which consist of systems or approaches and recommended processes that deal with criminal activities within specific community. The primary aim and objective of criminal action control is to reduce the causes of criminal activities by identifying vulnerable persons and their belongings (Roelofse, 2007:14). The White Paper on Safety and Security 1998 provides for local government to play an educating and facilitating role in crime prevention.

Taylor (1998:1) substantiates by arguing that the SAPS Act No. 68 of 1995 and the White Paper on Safety and Security 1998 make provisions for society to utilise community policing model in dealing with criminal activities within the community. More importantly, metro police has supporting role to play in improving the state security through by-law enforcement in municipalities. Accordingly, the National Crime Prevention Strategy outlines specific crime prevention mandate for local government to perform which is to facilitate and uphold interagency on crime prevention responsibilities within the local authorities (Shaw, 1998:2). Furthermore, Sangster (2002:4) concurs with Shaw (1998:2) that the crime prevention role of local authority is to identify and work on comprehensive crime prevention method that will ensure permanent crime reduction in the society, and which will also provide criminal information to the public police.

Crime prevention role rests with the SAPS, but the metro police could assist in the criminal prevention strategic planning and implementations. This crime prevention is crucial especially during the development and formulation of environmental designs and social crime prevention programmes (Newham, 2006:3). The role played by the MPS in crime combating is confined strictly on road traffic management, enforcement of municipal legislations and reduction of criminal activity through environmental design and social prevention levels. Newham (2006:2) supports the opinion by Shaw (1998:2) and Sangster (2002:4) by stating that the primary duties of metro police officers remain controlling and enforcing road traffic rules in compliance with by-laws. The SAPS Amendment Act No.83 1998, on the duties of Municipal or Metro Police especially on crime prevention responsibility is a critical aspect which needs review, amendment and

approval of the South African Parliament. This challenge needs strategic interventions and approaches at an executive level of government or Parliament in ensuring that the crime prevention by metro police is fully outlined, understandable and operational with the aim of maintaining law and order in South Africa at a local level. The next aspect to be looked into is evolution of municipal police in South Africa.

1.3.2 Emerging of metro police in South Africa

The launch of metro police in South Africa was seen as complimenting the SAPS in combating crime. However, owing to the fact that they do not have powers to investigate criminal offences, they have restrictions on crime prevention role and preservation of evidence in court. These roles solely rest with SAPS as stipulated in the Constitution of Republic of South Africa, Act No.108 of 1996. Against this background, several metropolitan cities in South Africa launched metro police in early 2000 and beyond, with the aim of complimenting police in law and order maintenance, preservation of peace, stability, safety and security.

Metro police operate under limited restrictive legislations when compared to the national police service (SAPS). This has impact in terms of maintenance of law and order in South Africa (Nehman, 2006:1). Magome (2015:1) supports this view by asserting that SAPS Amendment Act empowers and authorises Municipal Chief Executive Officer (MCEO), without relevant policing skills, knowledge to manage MPS. Montesh (2011: 9) also agrees with Rauch, et al. (2001:15) and Magome (2015:1) that despite the effort of introducing metro police in local government with the aim of complimenting SAPS in maintenance of law and order within the community, serious crimes still increased from 2004 to 2014 (see table below on page 7) according to crime statistics of Gauteng as mentioned below.

**Table: 1.1: Crime research and statistics – South African Police Services
Gauteng Provincial Total for April to March 2009 – 2014**

CRIME CATEGORY	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	April 2012 to March 2013	April 2013 to March 2014
CONTACT CRIMES (CRIME AGAINST THE PERSON)					
Murder	3 444	3 257	3012	2997	3333

Common Assault	58 956	54476	49226	45115	44748
Common robbery	20 107	18207	16012	15547	15708
Assault with the intent to inflict grievous bodily harm	49 082	46600	43357	40793	41581
PROPERTY – RELATED CRIMES					
Burglary at residential premises	74902	70794	64714	68544	68139
Theft of motor vehicles	36337	32278	27945	27574	27470

(Crime Stats SA, 2014)

In table 1, it is indicated that different crimes such as burglary at residential premises, murder, common robbery, and common assault with intend to inflict grievous bodily harm are escalating in Gauteng Province. This is a course of concern for the city and public police. The reasons behind amendment of legislation to establish metro police within South Africa is not certain and clear about the metro police role on crime prevention.

Nehman (2006:1) argues that uncertainty on crime combating role of metro police is hampering service delivery in the maintenance of law and order. The SAPS Amendment Act No.83 of 1998 and other related legislations such as White Paper on Safety and Security of 1998, the Crime Prevention Strategy of 1996 and the Constitution of the Republic of South Africa Act No. 108 of 1996, support each other in relation to the duties and aims of metro police that need enactment especially in crime prevention role. The latter will enable them to fully deal with criminal activities within the municipal authority without handing in any documents to SAPS.

1.3.3 Police behaviour, conduct and culture

The national standards, procedures and policies such as Independent Police Investigative Directorate Act No.1 of 2011, the Civilian Oversight of Police, Police Complaints and Criminal Procedure Act No. 51 of 1977 are in place at all levels to assist in dealing with issues relating to police attitude, brutality and unbecoming conduct but the MPS do not have the same background (Rauch, et al. 2001:14). Metro police are still guided by the Municipal System Act No. 32 of 2000 (MSA) in terms of dealing with MPS conduct, code of good practice and general behaviour. Metro police are not mandated to perform national security services in terms of section 199 (1) of the Constitution of Republic of South Africa and, in terms of collective agreement. They are allowed to strike and petition as part of their labour rights.

Verma, Das and Abraham (2013:215) mention that the Independent Police Investigative Directorate (IPID) has been authorised in terms of the Constitution of South Africa Act No.108 of 1996 to monitor police conduct, with the aim of investigating reported police and traffic officers conducts. IPID's objective is to conduct monitoring and oversight purpose as outlined in terms of section 25 (1) of the Constitution of South Africa by investigating and making recommendations based on the findings of police actions and behaviour. Furthermore, Reiner (1991:108) agrees with statement that the laws regulating police conducts are sufficiently admissible to give officers a wide range of scope in applying their own mind when confronted with certain situations.

However, Dixon (1995:2) disagrees with the assertion that members of the public receive bad behaviour and brutality from public police with no punishment instituted by their seniors. He also indicated that the perception is not true. In contrast to the abovementioned example, Dixon (1995) argues that the idea that police are immune to legal framework is incorrect. However, Archbold (2013:126) and Reiner (1991:108) concur by outlining the perception that police are immune to punishment in terms of the prescribed legislations, standards and policies.

The Marikana massacre pointed ways for refining and redefining police behaviour (Nicolson, 2015:1). This comes after the Farlam Commission recommended that a panel be established following the massacre of 44 people at Lonmin's platinum mine in 2012. In support of this statement, Advocate Farlam recommended that the former Police Commissioner, Riah Phiega should be questioned for her suitability to hold the office of

top police. The Police Commissioner was suspended with full pay as a result of recommendations made by the Commission. The constitutional mandate on monitoring and overseeing police behaviour play a very crucial role on police conduct as police investigate and make recommendations based on the findings. This clearly shows that the police's attitude has changed from the perception that they are 'above the law' to more 'accountable and responsible police officers at all times'. More importantly, the police attitude and actions must promote the rule of law with the aim of upholding, promoting and adhering with common police norms, values and morals at all times.

1.3.4 Community involvement in policing criminal activity

Pheiffer (2013:156) mentions that most community structures and forums that deal with safety and security are collapsing because of community context at which they operate. Failure by authorities such as SAPS and metro police to deal with serious criminal activity poses a life threatening and unpleasant situation to the affected community (Pheiffer, 2013:157). Local government is empowered to develop and implement the crime prevention policies and strategies that shall enhance free violent society in terms of the White Paper on Safety and Security (1998) and National Crime Prevention Strategy of 1996.

According to Palmiotto (2011:85), SAPS adopted community involvement mechanism in dealing with criminal activities. The police must learn to listen to the people they serve in order to succeed in preventing crime (Wadman & Bailey, 1993:12). They can learn a great deal by inquiring from members of the community on what their concerns and fears are in relation to criminal activities. Public police have moved away from the ordinary reaction style of maintaining law and order by involving members of the public in combating crimes (Palmiotto, 2011:85). Similarly, Archbold (2013:51) concurs with this view that community involvement is a mechanism that promotes and upholds policing strategies, which supports the systematic use of interrelations and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. In essence, members of the community can be the 'eyes and ears' of public police by reporting any criminal activity happening within the society (Sangster, 2002:4). Community involvement can assist the law enforcement agencies in identifying perpetrators, collection of evidence and effecting arrest. The White Paper on Safety and Security of 1998 has highlighted community policing involvement as one of the model that local authority can utilise in dealing with

criminal actions (Taylor, 1998:1). SAPS policy framework and standards view community involvement as a strategic approach that provides and determines direction for the police to control and operationalise crime combating (Pillay, 1998:102).

Similarly, Graan (2005:86) and Pillay (1998:102) posit that there has been a complex holistic partnership improvements on the side of police and society in terms of setting structures which deal with criminal elements. The role played by the community in dealing with criminal activities is vital especially during the investigation of criminal act, gathering of evidence, identification of suspect, effecting arrest and as witnesses in court of law. Community which is well organised and structured in terms of crime combating system will be able to deal with any form of criminal activity at any given time.

1.4 LEGAL FRAMEWORKS GOVERNING METRO POLICE SERVICES: THE DEVELOPMENT OF METRO POLICE SERVICES IN TERMS OF RULE OF LAW

This will include the precise legal framework scope in which MPS are authorised to function and more information about these legal frameworks will be provided in Chapter 5.

1.5 THE ROLE OF THE MUNICIPAL POLICE SERVICES IN CRIME PREVENTION

Rauch, et al. (2001:14) indicate that the role of metro police in crime prevention does not have the same legal mandate compared to SAPS. The purpose of metro police on crime prevention is to ensure that members of the public are aware of social crime prevention within their municipal area.

The metro police's crime prevention role focuses on issuing traffic fines, management of road traffic and ensuring that people within the municipal jurisdiction obey municipal by-laws.

1.6 PROBLEMS WITH REGARD TO THE ROLE OF TMPD IN CRIME PREVENTION

Newham (2006:2) mentions that crime prevention tasks of municipal police are not transparently mentioned in terms of legislations. Unlike SAPS, municipal police, have different roles to play whereby there are challenges with regard to their policing mandate within the law enforcement system. In trying to clarify crime prevention responsibility of municipal policing, the White Paper on Safety and Security

of 1998 postulates the crime prevention mechanisms to be followed by local authority in maintaining law and order within the community. In terms of Section 64E of the SAPS Act No.68 of 1995, crime prevention is the primary function of SAPS. Therefore, it is doubtful that government has another ideology with regard to this crime-combating mandate of metro police.

Section 64A (2) of the SAPS No.68 of 1995 stipulates that the establishment of metro police may not change the old functions such as road traffic management operations and the control of specific local authority (Memeza & Rauch, 2000). The White Paper on Safety and Security of 1998 argues that the combating of criminal activity in the local area by public police or metro police will uplift confidence and trust to the society.

Mokoena (2007:71) mentions that there is evidence that crime prevention mandate of metro police is not thoroughly outlined in the SAPS Act No.68 of 1995, and this is creating wrong perceptions to metro police officers as the crime prevention mandate is listed at the end of the metro police, like, road traffic control, municipal by-laws and crime prevention. However, as the road traffic management and municipal legislation adherence are listed at the top of the tasks respectfully, this indicates that these are the SAPS' main responsibilities. The SAPS Act No.68 of 1995 sections a, b and c, stipulate that for metro police to conduct crime prevention operations or any roadblocks, they must apply for permission to national or provincial commissioner of SAPS and wait approval for such operation within their municipal jurisdiction.

The responsibilities and duties of metro police are not mentioned in the Constitution of South Africa, when compared to the functions of SAPS (Mokoena, 2007:72). The only legal guidelines and frameworks that government amended about policing within municipality is in Section 206 (7) of the Constitution of South Africa, which only describes the establishment, control, tasking and traffic and by-law enforcement duties of a metro police. In terms of SAPS Act No.68 of 1995 is the only legislation citing the enactment and creation of metropolitan police services.

The White Paper on Safety and Security of 1998, outlines that the role played by metro police is to assist the SAPS at places where criminal activity happens and SAPS members are not around. The absence of the SAPS in the criminal activity location may

result in someone's death or belongings being damaged. Newham, Masuku and Gomomo (2002:1) and Rauch (2001:15) agree that it is of significant importance to take into consideration that the responsibility of metro police does not involve investigation of criminal activity and prosecution. The metro police can only protect the scene of crime for the purpose of not being contaminated, effect arrest, and provide evidence to SAPS for further investigation and prosecution.

A municipality can only seek information with regard to employee misconduct for disciplinary hearing, like any other organisation towards its employees as it is stipulated in the Municipal System Act No.32 of 2000, signed collective agreements and policies of the municipality.

1.7 BENEFITS THAT METRO POLICE CAN OFFER TO THE MUNICIPALITY AND SOCIETY

A detail about the establishment of a metro police service within municipal authority is enshrined in the South African Police Service Amendment Act No.83 of 1998 (hereafter referred to as 'the Act'). Metro police operate without financial help or assistance from the national police. However, the municipal manager can increase or revise budget for operational needs of metro police without consulting SAPS. Shaw (1998:1) holds the perceptions that municipal police is operating within local authority, which is the local government that is nearer to the community, is differently positioned to promote and uphold social cohesion and redirect the crime combating awareness within the community.

Metro police unit that deals with special operations should identify crime hotspot areas within a municipality and prioritise their crime prevention operations owing to crime risks. This should be done with the aim of providing long-term standing crime prevention programmes and awareness. South African Police Service Amendment Act No. 83 of 1998 allows local government to make request to parliament for enactment of metro police with the aim of assisting other law enforcement agencies such as private security industry and SAPS. The Provincial Minister of Safety and Security may allow application to go through after considering certain critical aspects with the senior police management and local government minister of finance, transport and safety and security if:

- The request submitted by the local authority complies with the need stipulated in the Act.
- The municipality has the necessary police infrastructure for provision and compliance with police standards and procedures.
- The enactment of metro police will complement the road traffic management and control.
- The responsibility and control of MPS is entrenched in the Act.
- The MPS will effectively assist in policing strategies and road traffic control within local authority.

These aspects provide municipalities with different, independent and dynamic strength for the use of resources in their disposal, to deploy members within strategic hotspot, and financial independence to municipality. It is evident that metro police can be able to deal with crime within local area if certain crime prevention constraints are cleared such as the role of metro police in crime prevention and the empowerment of metro police with police skills and training. In the event of service delivery protests and public tensions, metro police can be able to respond quickly because of the fact that they are within the local municipal area and councillors can liaise directly with metro police as soon as they suspect certain crime risk and activity.

1.8 RESEARCH AIMS AND OBJECTIVES

In line with Denscombe (2002:25), this research is aimed at exploring and unfolding investigation, of which investigations where clear results and solutions for specific problem can be identified. It makes available possible objectives for the information report and provides explanation for specific information seeking (Mouton, 2001:48). The main purpose of research is the desire to make resolutions on a practical challenge or improving guidelines (Denscombe, 2002: 19). In light of this, the following aims and objectives are outlined in line with the intended study:

1.8.1 Aim

The aim of this study was to explore and unfold the challenges faced by the TMPD (MPS) in their crime prevention mandate.

1.8.2 Objectives

According to Denscombe (2002:25), there must be a reason for doing the research, to indicate the objectives and provide criteria for the evaluation of the outcomes of research.

In this research the primary objectives will be:

- To examine crime prevention mandate of Tshwane Metropolitan Police Services.
- To determine factors that hinder the effectiveness of the Tshwane Metropolitan Police Services in crime prevention.
- To make recommendations about the improvements that can be introduced to enhance the crime prevention mandate of the Tshwane Metropolitan Police Services.

1.9 VALUE OF THIS RESEARCH

The findings in the planned study will, hopefully, provide the possibilities on how the MPS can overcome identified challenges related to crime prevention role as it is stipulated in the SAPS Act No.68 of 1995. The study will also, hopefully, enhance the development of new perceptions and concepts in the interpretation of crime prevention mandate of metropolitan or municipal police services. It was envisaged that the study will further provide professional and experts with new ways or ideas of crime prevention.

1.10 RESEARCH QUESTIONS

The following are the research questions that the study looks to fulfil:

- What is the traditional role of municipal law enforcement agency?
- What are legislative provisions for the establishment of municipal police service?
- What are factors hindering the effectiveness of metro police officers on their crime prevention mandate?
- What level of training is appropriate for the metropolitan police officer to be effective in crime prevention?
- What are the requirements to be a metro police officer?
- What equipment is needed by the metropolitan police officers to enable them to perform their tasks effectively?
- Are there adequate resources in the metro police facilities to enable the officers in helping the police to combat crime effectively?
- What is the difference between metro police service in South Africa compared to other countries?

1.11 LIMITATIONS OF THE STUDY

The limitations of the study address the narrowness of the study. This research was confined to two hundred (400) survey questionnaires which was distributed to the two categories namely supervisory and operational levels of TMPD in regional offices and specialised policing units. This study was confined to the TMPD in the Gauteng Province.

Gauteng Province is situated in the northern central part of South Africa. It has the largest share of the population and is the economic hub of South Africa. Gauteng also constitutes 1.4% of the country's land surface. The City of Tshwane is the city in Africa with seven TMPD regional offices and specialised policing units. The TMPD headquarters is situated in the Tshwane central business district (TCBD) corner of WF Nkomo and E'skia Mphahlele Street. In addition, Tshwane (Pretoria) is the capital city of South Africa and is situated in the northern part of Gauteng. This study was conducted from March 2015 to November 2017. Questionnaires were distributed to the operational and supervisory levels officers during the process.

1.12 KEY THEORETICAL CONCEPTS

De Beer (1999:15) avers that definitions explain the primary meaning of certain words in connection to a specific study. In the same vein, de Vos, Strydom, Fouche & Delport (2005:29) support De Beer (1999:15) that normally we mark concepts with letters that you write, and this gives people understanding about subject and talk about subject to other people. Therefore, it is a common principle of ideas and knowledge. The following are the terminology with their definitions that are used in the TMPD for easy understanding of the study:

1.12.1 Policing

Nell and Williamson (1993:4) describe policing as mechanism to ensure that safety and security of the community in general is preserved at all times.

1.12.2 Police culture

Dixon (1995:2) states that police culture is the police norm, behaviour and actions towards other things and people while on duty.

1.12.3 Service Delivery

Fox and Meyer (1995:118) define service delivery as the fundamental benefits and rightful services which must be accessed by the community while rendered by government.

1.12.4 Metropolitan Police Department

It is a municipal police services established in terms of SAPS Amendment Act, (1998) to support the SAPS in terms of crime prevention.

1.13 ETHICAL CONSIDERATIONS

Leedy and Ormrod (2005:101) highlight that if people are involved in a study, the need arises to seek attention to ethical considerations and consequences of what you need to study, and ethical matters in the study clustered in protection from harm, informed consent, right to privacy, and honesty with professional colleagues. Therefore, this research adhered to ethical code of University of South Africa Code of Ethics. In this regard, University of South Africa College of Law (Annexure A) approved this research. This study followed these ethical considerations:

1.13.1 Protection from harm

Creswell (2009:64) argues that every study has ethical consideration that the researcher is obliged to comply with in order to protect any form of physical and psychological harm for people participating in it. Babbie (2007:27) contends that the ethical principle of any social research is that people participating must not experience any sort of harm. The researcher must at all times ensure that the well-being of participants or respondents is not compromised (Huysamen, 2001:183). People taking part in this study were informed of consequences of participating and that their part taking is voluntary.

1.13.2 Informed consent

The researcher ensured that the confidentiality of the participants in this study was adhered to and informed consent to participate as respondents was completed (Leedy & Ormrod, 2010:101). The participants were informed that they could at any given time stop their participation when they felt uncomfortable to participate. The participants were not forced to continue to participate in this study. The participants in this study were requested to sign consent form (Annexure B) that explains the contents of the study.

Permission letter (Annexure C) was also sent before the study could start. Gatekeepers permission was also received before the study could start (Annexure G)

1.13.3 Right to privacy

The researcher must at all times uphold the right to privacy in terms of participants (Leedy & Ormrod, 2010:102). "Privacy" means to keep something yourself as agreed with the person who told you or avoiding spreading a word to other people to critically evaluate it (De Vos, Strydom, Fouche & Delport, 2011:119). In this research, the common principles of privacy by participants will be taken into account throughout the study.

1.13.4 Honesty and professionalism

The researcher took the issues of honesty through professional conduct and behaviour into consideration in this study. The researchers who ignore the ethical issues are deliberately and intentionally hurting the society (De Vos et al., 2011:127). The study must be guided by the norms, values, morals, and dignity of the people participating in it. Section (14) of the Constitution of the Republic of South Africa stipulates privacy as a fundamental right.

1.14 CONCLUSION

This chapter introduced the research by firstly providing a general orientation and short background to study, after which an exploration of the research problem was presented. This was followed by an explanation and discussion of the research objectives and aims. The research questions relevant to this study were also presented in detail and also clarified relevant key concepts to the study. This chapter further provided a brief overview of all limitations applicable to the study. The chapter concluded with a brief description of the value of the research, as well as a brief overview of the ethical framework and principles within which the research will be conducted.

1.15 LAYOUT OF CHAPTERS

Chapter 1: General orientation

This chapter introduces the topic on challenges experienced by TMPD officers when executing crime prevention mandate, the research problem and background of the study. In addition, the chapter outlines the problem statement, research aim, objectives, questions, key theoretical concepts, and value of the study.

Chapter 2: Methodology overview

This chapter describes the research design and research methodology used during the study. It will clarify the variables relevant to the study and will describe how developed instrument will be influencing these variables. It will discuss sample design, sampling methods, data collection, fieldwork practices, data capturing, data editing, and data analysis in detail.

Chapter 3: Evolution of policing in South Africa

The purpose of this chapter is to focus on the exploration towards prevalent gaps existing in service delivery and perspective will be given to on policing in South Africa during the early years, the modern police, as well as the international municipal police models.

Chapter 4: Theoretical Framework

The purpose of this chapter is to provide theoretical framework to the study. This chapter in essence provides a theoretical framework of the challenges facing TMPD in their role in crime prevention. It contains a discussion of the relevant literature, and it will conclude with solutions to the problem.

Chapter 5: Legislative provisions for establishing metro police service

This chapter endeavours to focus on the enabling legislative provisions for the establishment and powers of the metro police service and the financial practicality of sustaining a Metro Police Service.

Chapter 6: Interpretation of the research findings

This chapter summarised the salient points and will interpret the main findings of the research in relation to the challenges faced by TMPD in their crime prevention mandate. It will discuss any gaps, abnormalities or deviations in the data. After the final chapter, a list of all references mentioned in the report will be presented.

Chapter 7: Recommendations and conclusion

This is the final chapter in this study. This chapter highlights the main findings that align with the research question, aim and objectives. This chapter presents an answer to the research question as well as conclusion and recommendations. It concludes by making recommendations in relation to the research findings, and recommendations to possible future research.

CHAPTER 2

RESEARCH METHODOLOGY

2.1 INTRODUCTION

This chapter describes the research methodology and research approach used by the researcher. Population and sampling of the research will also be presented. This will be followed by an explanation and discussion of the data collection methods. The literature reviews through written documents, books, reports, magazines and other literature source will be outlined. Survey questionnaire utilised in the research will also be discussed in detail. Data analysis will also be explained in this chapter in detail. Furthermore, the validity and reliability will be explained in detail. The chapter will conclude with a brief description of the accuracy on the study on the research, as well as a brief overview of the ethical framework and principles within which the research will be conducted.

2.2 RESEARCH APPROACH

The study used quantitative approach in order to get as much information as possible from the respondents from TMPD. The self-administered questionnaire had closed-ended questions (making it quantitative) and to a lesser extent, open-ended questions (bringing an element of qualitative study). The assistance of the statistician helped the researcher with the statistical aspects of the data collected through the questionnaires.

2.3 RESEARCH DESIGN

The problem that informed this research was the challenges facing TMPD members in their crime prevention mandate which seem to have affected the standard of services rendered. Research design is a proposed strategic plan, map and structure of investigation to be followed by the researcher to gather answers to research questions or challenges (Kumar, 1999:74). Research design is a clear line which one needs to follow during factual gathering of relevant information from specific group of individuals. The methodological approach to this research was quantitative in nature (Rubin & Babbie, 2016: 48).

2.4 POPULATION AND SAMPLING

A population is the study of object made up of people, organisation, human products and events, or the conditions to which they are exposed (Welman, Kruger & Mitchell, 2011:52). The current personnel strength of the TMPD is estimated at 2753 staff members, consisting of the following groups:

- Support and administrative staff members (n=647).
- Operational members, who are registered as traffic officers (n=1525).
- Traffic wardens and students (n=581).

This research was limited to the 1525 operational members of the TMPD. In other words, the study participants were limited to 400 members at supervisory and operational levels. These members were registered as traffic officers, and are accordingly appointed in terms of the South African Police Services Act No. 68 of 1995 and the National Road Traffic Act, Act No. 93 of 1996. As administrative personnel, support staff, directors, commanders, senior superintendent, chief of police, deputy chief of police, traffic wardens and student constables do not play any active role in the prevention of crime, they were therefore excluded from this research.

The mentioned population was sub-divided into two distinct sub-populations. These two sub-populations were structured in accordance with the ranking system and regional/specialised structures of the TMPD. The following ranking system was applied specifically on selected participants when survey questionnaires were completed:

- Firstly, police based protocols observed within the TMPD demands that senior official's ranks and status within the organisation are respected, and that certain military type etiquettes and protocols are observed.
- Secondly, the presence of senior officials may negatively influence the participation of lower ranking officials. Lower ranking officials might feel intimidated by the presence of these senior officials, causing them not to express their views and opinions freely.

The method that was used to sample this study was purposive or judgmental sampling and it was engaged to select participants for the purpose of gaining first-hand information on challenges experienced by metro police in their role in crime prevention. Rubin and

Babbie (2016:222) demonstrate that purposive or judgmental sampling is a chosen sample by the researcher which is based on own experience or perception about which groups are most relevant to the study.

Purposive sampling method refers to a sampling technique in which the researcher purposively obtains units of analysis in such a manner that the sample obtained may be regarded as being representative of the relevant population (Leedy & Ormrod, 2015: 336). Accordingly, the researcher selected close-ended questions for the survey questionnaire because the conclusion of the research was determined simply and openly (Kuada, 2012:107).

A structured survey questionnaire was developed with regard to crime prevention challenges that hinder metro police to be effective. Babbie, Wagner and Zaino (2015:27) indicate that survey questionnaire is among the other technique that researchers utilise to obtain rich information with regards to the study from the respondents.

2.5 DATA COLLECTION

Leedy and Ormrod (2015:26) describe data collection as a system to gather raw information on the field of study concerning a specific number of human beings or events to address problem. This obtained data relates to their behaviour, attitudes, experiences, perceptions, characteristics, ideologies, opinions, and assumptions. This data from specific number of metro police members was collected through survey questionnaires.

During the process of data collection, the researcher ensured that the participants were free from any form of injury and inducement since this study presented no threat or potential danger to the participants. The researcher also ensured that data that were obtained was protected at all times. Data were kept safe in a lockable cabinet where only the researcher had access.

2.5.1 Literature review

With regard to literature written on the topic under study, it was difficult for the researcher to find literature directly related to the topic. The only study that the researcher came across was conducted by Van Biljon (2014:11) where he explored the meaning of crime prevention role in the TMPD but never mentioned or tried to come up with the formidable

solutions on how to address the crime prevention challenges that were hindering municipal police on execution of their crime combating role.

Savin-Baden and Major (2013:112) assert that literature review is composed of detail analysis of already completed studies, and non-researched founded literature on the content under study. The magazines and journal articles were also used in seeking factual data that assisted in addressing identified study project by the researcher (Kumar, 1999:104). Nevertheless, recent articles that reported about crime reduction strategies and theories were perused as well as old articles were used because they were most rational and relevant especially with regard to evolution of policing in South Africa and other related aspects of the study.

Shank (2006:116) supports Kumar (1999:104) by indicating that studying and examining of literature means perusing facts pertaining to the specific study project which were clustered and summarised to give a clear determination on particular challenge. Accordingly, primary, secondary and tertiary literature reviews on crime reduction, perceptions, methods, approaches and different ideologies related to crime aspects such as policies, standards, procedures and legislative prescripts have been consulted by the researcher (Saunders, Lewis & Thornhill, 1997:43). Shank (2006:116) underscores that by referring to other literatures on the topic, it gives researcher advantage to decisively bring up different strategic solution to deal decisively with the study challenge. All other sources of information which were used for preliminary literature review were also consulted for more insight. These include among others books, journals, newspaper articles, and the internet.

2.5.2 Survey questionnaires

For the purpose of this research study, 400 survey questionnaires were distributed to the TMPD constables, sergeants, inspectors, and superintendents. Hundred and sixty-four (164) of survey questionnaires were completed and returned back to the researcher by the participants. Data on the topic were highly specialised, and in-depth questions were necessary. Specifically, this was only conducted with officers who directly work at regional and specialised policing of Tshwane Metro Police. This provided the opportunity to focus on the views of metro police officers who were experiencing challenges with regard to their crime prevention role.

The completed survey questionnaires were categorised into two categories, namely, 108 respondents were at operational category consisting of constables and sergeants and, while 56 respondents were at supervisor level comprising of inspectors and superintendents. The characteristics of the participants included gender, age, race, and qualifications, whether one worked as a municipal police before, years as a municipal police and positional rank in the police force were also considered by the researcher.

Survey questionnaires were given to specific participants so that required information about the study can be gathered and determined to resolve research problem (Pheiffer, 2013:21). A self-administered questionnaire was used where the questionnaires were handed to the selected and categorised respondents. They were then able to complete the questionnaires themselves, but the researcher was available in case the respondents experience any problems or have any questions.

2.6 DATA ANALYSIS

De Vos (2011:397) indicates that data analysis is a systematic type of grouping of respondents in order to come up with significance findings to the information collected within the main group. The researcher utilised numbers and statistics to evaluate and interpret obtained data. A qualified statistician was assigned and entrusted to process data statistically.

Data were coded in categories to illustrate themes, comparisons or contrast in the data. The meaning categorisation method of analyses was used to interpret and analyse the data as guided by eight-step analysis process developed by Tesch (1990:142). According to Mouton (2001:108), the aim of evaluating data is to understand the various constitutive elements of one's information through the inspection of the relationship between concepts, contrasts or variables, and to see whether there are any patterns or trends that can be identified or isolated, or to establish themes in the data. Data analysis is dependent on obtaining large and consolidated amounts of data that need to be interpreted (Creswell, 1994:153).

2.7. VALIDITY, RELIABILITY AND ACCURACY OF COLLECTED INFORMATION

2.7.1 Ensuring Validity

Validity refers to whether measurement to be done represent what they are supposed to measure and is equally to be applied to ensure the reliability of the research findings (Lewis-Beck, Bryman & Liao, 2004:1177). Welman, et al. (2011:211) indicate that validity and reliability on the study as the utilisation of the same system in obtaining information from the start to finish on the research study, and being subjective on information and the approach of obtaining the data.

The information from the participants was cross-checked in order to check for validity. Anonymity and confidentiality of the participants was upheld at all times. More importantly, the researcher asked all the participants the same question so that consistency is maintained. The researcher used survey questionnaires for this matter and leading and biased questions were avoided.

2.7.2 Ensuring reliability

Reliability is described as the constant approach in gathering the same outcome using similar analysing tool if the same institution is evaluated (Strang, 2015:362). The data collected throughout the study was accurate as it should be. According to Kumar (1999:140), reliability is mainly about obtaining constant and measurable outcomes in determining the same topic even if five different authors or individuals measured that particular topic under the same conditions.

2.8 CONCLUSION

This chapter outlined a research methodology and research approach, after which a population and sampling of the research were presented. This was followed by an explanation and discussion of the data collection methods. The literature reviews and survey questionnaire utilised in the research were elaborated upon and presented in detail. Data analysis was also being discussed in this chapter in detail. The validity and reliability of the study were explained in detail. The chapter concluded with a brief description of the accuracy of the study on, as well as a brief overview of the ethical framework and principles within which the research was be conducted.

CHAPTER 3

LITERATURE REVIEW

3.1. INTRODUCTION

This chapter deals with the literature in terms of outlining the background of how TMPD came to being. Among literature that the author came across were legislative regulations that paved way for formation of City Council police service such as National Road Traffic Act No.93 of 1996, South African Police Act No. 68 of 1995 and the Constitution of the Republic of South Africa, Act No.108 of 1996 will be discussed in detail. The police origins in South Africa will be critically outlined in this chapter.

The method of policing in South African context during the colonial and apartheid regime will also be highlighted. The policing in the era of Jan Van Riebeeck and the colonial regime will be outlined in detail with full explanations of tactics and method used during that time. The traditional mandate of police force will be discussed in this chapter. The role played by the apartheid government in shaping the police force at that time will be discussed in this context. Lastly, the indications and kind of policing in other countries will be explained in full.

3.2. TSHWANE AS A CAPITAL CITY OF SOUTH AFRICA

According to Lombard and Olivier (2000:1), the first Tshwane inhabitants were the Bakwena, western Sotho speaking nation. They were pushed out of the Tshwane region by the mighty Chief Mzilikazi of Khumalo, then Mzilikazi settlers with Matebele tribe and take power over both the South and North Vaal dam.

In the early 18th century, the Great Trek was established. In 1852, four major cities in Transvaal were created which were Potchefstroom, Rustenburg, Lydenburg, and Zoutpansberg (Lombard & Olivier, 2000:1). Owing to a wide distance between these cities to Tshwane, the authorities decided to develop a central business district (CBD) as a business and corporate hub for the South African economy. Most people preferred to stay near town for the purpose of being near their working places; shopping areas; feeding of livestock; and other related farming issues.

As different groups of farm leaders favoured such a central district to be located near where they live, it took a long time before a solution on building town can be reached. In addition, Lombard and Olivier (2000:2) mention that in 1853 Rev Dirk van der Hoff landed in the capital city from his native country Nederduitsch Hervormde Church as a man of God, and then after few years MW Pretorius was legally inaugurated to take over after the passing of his father. More town streets were named in Tshwane after the prominent figures who selflessly worked and served in the government and it was then formally administered (Lombard & Olivier, 2000:14).

3.3. POLICE ORIGIN AND EVOLUTION

There are clear formulated details of police role in the country as per their key functions in terms of the rules of the law such as SAPS Act No 51 of 1995 and The Constitution of the Republic of South Africa, Act No. 108 of 1996. Cramer (1964:373) reports that security watchers were minimum number employed during years of European foreigners who comfortably resided in Cape Town. This was for the purpose of ensuring that orchards land assets were safely secured from thieves. In addition, Van Heerden (1982:29) also supports Cramer (1964:373) by indicating that full hand liberated ordinary citizens were given security tasks after resolution which was taken by the standing council committee which accounted to the head of sergeant and corporal about security operational matters.

Van Heerden (1982:29) asserts that owing to the high rising number of livestock such as cattle, goat, pig, and sheep theft, law enforcement officials were tremendously increased so that they could be able to assist with the prevention and apprehension of perpetrators. This argument by Van Heerden (1982:29) is echoed by Walker (1997:143) who highlights that maintenance of law and order was the order of the day for police to ensure that all citizens and their belongings were protected. Most of white police officers, who at all times preserving peace and harmony within the whites-only society were coming from the military units (Walker, 1997:143). According to Masiloane (2007:331), casual police men were deployed from communities to safely secure and protect the communities and their belongings.

Muntingh and Dereymaeker (2013:12) support Walker (1997:143) by outlining that the security protection forces during the colonial regime were composed of officials from jail warders and defence forces who were tasked to protect white-only residents. Neocleous

(2004:94) argues that few organised community members in the late centuries had to put in place their formal protection system to deal with ever-increasing criminal activity in their places. These citizen protection approaches and mechanisms that deal with criminal elements were specifically structured in white communities (Vuma, 2011:16).

3.3.1 Policing in the predominantly white areas during colonialism

There was no legislated framework for police forces before settlers landed and dwelled in South Africa in 1652 (Standard Encyclopaedia of South Africa, 1973:632). Mokoena (2007:88) reports that before the arrival of Jan Van Riebeeck in the country safety and security of the nation was depended and mandated on soldiers for protection and maintenance of law and order. Burgers were given chance and time to perform subsistence farming for supporting their families; farmers were personally protecting their own agricultural crops during that period as there were no other means of security.

According to Standard Encyclopaedia of South Africa (1973: 632), few burgers were ultimately appointed as a security forces in 1686 were entrusted with the duty to frequently patrol and monitor (Burger-Watch) the residential places. In 1799, Cape Town was aligned in terms of the wards which the security system was monitored by ward masters under the control and management of Major-general Francis Dundas (Van Heerden, 1982:29). The colonial governing council in 1855 jointly incorporated all established community protection forces into single force which was entrusted to account and report to commandant (De Witt Dippenaar, 1988:03).

While Super (2013:20) argues that security forces during 1970s were determining to promote racial status and cultural diversity than serving or preserving peace for all. Before abolishment of apartheid regime, in the early 1980s, murder of a white person was categorised as first degree and priority crime. The murdering of white person will lead to a serious manhunt and intensive investigation which will result into harsh sentencing than killing of ordinary black person. These were evident during National Party (NP) led administration in those late years which resulted in hanging of African National Congress (ANC) struggle hero Solomon Mahlangu who was killed in a Pretoria jail (Super, 2013:20). Brewer (1994:15) highlights that there were no much regulated security forces in a commonly black dominated former Orange Free State during the 18th centuries that monitor the streets. In addition, Van Heerden (1982:29) mentions that

the first law enforcement official who was deployed in 1657 was responsible for obtaining revenue services and money predominantly from black and Dutch home dwellers.

3.3.2 Security forces during apartheid led government

Member of Police Force in terms of section 7, of the Police Force Act No. 28 of 1912 is defined as any police member who was deployed to execute security force duties which are based on the rule of law and, while on duty may receive lawful instruction from his/her superior. According to Neocleous (2004:94), most people during the old days were empowered to secure their own assets and properties in terms of Police Force Act No. 28 of 1912.

The power granted to security forces by NP was that when seeing a black person or political activist at white areas they should be declared enemy of the state (Neocleous, 2004:94). Super (2013:20) concurs with Muntingh and Dereymaeker (2013:13) by asserting that security forces during the NP led government were redirecting their policing duties on black townships than executing law and order for all. In addition, Naude' and Stevens (1988:143) support Super (2013:20) by highlighting that there were also other security forces that were literally intended to monitor places where banned black ANC political activists resided.

Muntingh and Dereymaeker (2013:13) posit that police members were instructed by the minority party to patrol and search black townships for weapons. Therefore, they were acting as if they were in a war-zone. Furthermore, Ncholo (1994:9) agrees with the sentiments by Black Sash (1988:9) that the riot forces and special constables "Kitskonstabels" were employed to intimidate and incite violence in the black areas. Van Heerden (1982:37) reports that in many big cities and central business district blacks were employed to maintain law and order as security watchers.

Muntingh and Dereymaeker (2013:13) accentuate that security forces were entrusted with legal obligation to brutally manhandle any black person found roving on the street, committing or allegedly suspected of any criminal offence during apartheid regime. To ensure peace and order prevails in black communities by-laws enforcement function by security officers was of the importance in the seventies. Other police forces who were present during that time were traffic cops, personal police, public police force, and

railway police from independent states, these police forces were empowered to execute their duties (Sash, 1988:9).

These military trained police forces were created on the basis and foundation of military tactics and approach in order to excessively deal with every increasing criminal activity (Rauch, 2001:1). Naude and Stevens (1988:144) indicate that those security forces were focusing on patrolling the streets, conducting door-to-door search and sweeping operations in the most feared and politically unrest black township communities jointly with the South African Defence Force (SANDF).

There was concentrated planned police operations only sweeping the black township communities with the aim of arresting black activists during colonialism, apartheid and national party regimes (Naude & Stevens, 1988:144). The type of policing approach and technique of apartheid era was in relation to NP policies that were in government, they were pushing their police strategies to suppress blacks and non-white in the country (Rauch, 1993:01). The forces were entrusted by government of the day with instructional mandate to take decisions about the suspected accused even if they did not have policing qualifications and right to prosecute.

3.3.3 Security forces and structures during the colonial regime

The Black Local Authorities Act No.102 of 1982 made legal obligation for the introduction of law enforcement members as municipal police and special constables “Kitskonstabels” to visibly monitor and patrol black city’s communities to ensure that law and order is prevailing. There was painful indication and outcry by community settlers in South Africa that municipal police forces were torturing and abusing their powers by instigating and instilling fear on the society during the year 1987 (Sash, 1988:9).

Naude and Stevens (1988:151) opine that farmers had legal privilege to secure their own livestock by visibly policing their areas. This was owing to continual livestock theft that happened on their yards. The farmers were also afforded time and space to interact with police during community policing meetings where they highlight their combating and protection strategies (Naude & Stevens, 1988:151). In the 1980s, personal policing in South Africa was on pilot test that was directed on a specific white dominated culture. White societies were allowed or afforded space to interact with each other as a collective

to deal with criminal elements white structured society called “Bobbies-on-the- beat” operating with the highly structured society (Dixon, 2000:7).

3.3.4 Other armed security forces during the apartheid era

There were dedicated police directorates such as railway police force who were managing and monitoring train lines of Cape Town and Wellington. They were also combating crime of serious violence and any other element of criminality on identified platforms (Ncholo, 1994:9). Eventually, the train police were incorporated with the South African Police Force to structure a one police force which performs unlimited police tasks (Servamus, 1987:3).

While Naude and Stevens (1988:143) concur with Servamus (1987:3) by asserting that there were also other police units that were closely determined and monitoring railway platform specifically for riots and other serious society’s unrest activities. Naude and Stevens (1988:143) further highlight that during burial or laying to rest of famous individual (political activist) who was killed by apartheid police force there would be police force all over the streets. The funeral of that magnitude would be characterised by sanctioned political parties to advance their political agendas and ideologies (Servamus, 1987:3).

Olivier (1991:7) mentions that during apartheid era, the security forces were the ones who were provoking or perpetuating the act of criminality within the black residential areas to advance their political mandate. Mokoena (2007:83) indicates that during the administration of NP, their strategic crime prevention system and principle of policing were tabled to address and advance political agendas than focusing on preventing criminal elements within the society.

3.3.5 Durban police forces between the period 1850 and 1930

Rauch (2001:2) indicates that the Durban City Council was the first city in South Africa that formulated its own local council police in 1854, with the aim of ensuring that law and order prevails in the CBD and other areas of the city. It was independent from the South African Police Force in terms of operations and was operating like a British Parliament where ordinary citizens preserve peace and harmony (Rauch, 2001:2). Jewel (1989:1) reports that both young and old men were tasked to ensure that they protect and maintain law and order within the Durban society at all time. During apartheid era, South

African government incorporated different existing police forces into single force, which were tasked to patrol and monitor city centres and black townships.

Shaw (1996:3) argues that the then government attempted to combine the Durban law enforcement with the then South African Police Force (SAPF) during 1920s to 1930s. However, the effort was met with serious resistance and reluctance that resulted in robust misunderstanding and denial for merging the two parties. The Durban police force continued to operate alone with its intention of ensuring that the people of Durban were free from any criminal activities.

3.3.6 Traditional role of municipal law enforcement agencies

Black Local Authorities Act No. 102 of 1982 made legal provision for employment of law enforcement members in 1986 as city council police and special constables “Kitskonstables” who were tasked to constantly monitor and patrol identified problematic non-white townships. These black communities were marked by violence and advancement of political agendas through strikes, petitions and toy toying. The white-dominated towns and cities were getting a high standard of national or metro police and South African Defence Force guarding and patrolling while non-white communities were left out for themselves.

According to Rauch (1991:4), metro police force that was called “Bobbies-on-the- beat” were developed in South Africa during 1986 with the intention of responding and assisting the South African Police Force in preventing criminal activity within the black residential sites. Rauch, et al. (2001:4) support the argument by Rauch (1991:4) that most security forces during apartheid regime were recruited into municipal police force as “Black-Jack” which was managed and controlled by local authority in 1980s.

Metro police were entrusted with responsibility of combating petty and common criminal offences which were happening around the CBD, assisting community members who on a day-to-day basis confronted by fear of crime (Rauch 2001:2). Similarly, Rauch (1991:4) emphasises that during the colonial regime, metro police forces were created with the objective of putting an eye and making foot and vehicle monitoring on black owned societies. Rauch, et al. (2001:4) support Rauch’s (2001:2) view that in years the NP government posted city council police forces in the black townships as security patrollers in terms of Black Local Authorities Act No. 102 of 1982.

The National Road Traffic Act No. 96 of 1996 postulates the critical purpose of metro police and traffic officers as to ensure management and control of road traffic tasks, monitoring and implementation of council regulations. This Act further regulates and provides direction on other municipal functions such as licensing of businesses, monitoring and evaluation of street businesses, management of hawkers, pollution regulations and others as agreed by the respective council.

3.3.7 The birth of South African Police Services

The Constitution of South Africa of 1996 section 205 (3) stipulates that the objective of the police services is to ensure that criminal activities are prevented and managed, alleged criminal elements are brought in inquiry, asset of people are protected and peace and harmony is preserved at all times. The Constitution further provides in section 206 (1) (2) and (3) that appointed government head who is responsible for police matters, who is deployed by the president must also draft policing document that will map crystal direction for management and administration.

The well-known documented national policy document on issues of preserving peace and harmony is National Crime Prevention Strategies (NCPS) of 1996. The NCPS detailed crime combating approach which seeks working force and cooperation of every citizen, civic organisation, state organs and non-governmental organs. In realising this strategic document, the government has put in place infrastructure and resource needed for any institution hoping to realise it (Vuma, 2011:30). Klipin and Harrison (2009:09) argue that metro police services were formed to strengthen national police by ensuring that objectives stipulated in the policy document (NCPS) are realised.

3.3.8 The foundation of South African Police Services

The democratic governance from 1994 national elections had instilled dramatic transformation to the South African police forces. The changes to SAPS aim at improving how the police maintain law and order to the community, as stipulated by the section 205 (1), (2) and (3) of the South African Constitution read with section 68 of South African Police Act. In terms of the Constitution Act No.108 of 1996 and SAPS No. 57 of 1995, the country has established the police service with the purpose of protecting people against criminal elements, maintaining law and order within the country and investigating criminal activity in general.

3.4. THE CRIME COMBATING MANDATE OF FOREIGN POLICE SERVICES

3.4.1 Botswana police role in crime combating

In terms of Act No.96 of 1966 of the Constitution of Botswana, section 19(1) (b) posits that the president has a legal duty to create police force that must report to head of state. Crime prevention in terms of Botswana Constitution is not the main function of Local Police but one of the key strategic approaches that need structural support. The Local Police Act No.13 of 1972 makes a legal binding responsibility executive level of authority in government, which are the president, minister responsible and the chief, or deputy chief of general management or administration to formulate crime prevention strategies.

Botswana police force were empowered to combat criminal activities such as theft of cattle and other general criminal elements as recommended by King Khama II who enjoyed kingdom leadership from 1832 until 1834 (Makgale, 1997:02). Nsereko (2011:24) indicates that Botswana police were employed to ensure that every citizen is protected against illegal act of violence and intolerable actions at all times. The strategic police approach and mechanisms which is intended on combating crime in Botswana is extended to address crystal causes of crime such as drug and alcohol abuse. The other functions are to monitor the streets through vehicles and manpower patrols on day-to-day basis and patrol residential areas as part of strategic target attainment.

Mokoena (2007:97) asserts that Botswana police force strategy over crime combating is based on engaging and involving society and any other role-players who discourage criminal activities. Makgale (1997:03) emphasises that police in Botswana were developed as a tribe which focused on combating of criminal elements. In the colonial era, the custom police of Botswana were called “*maotlana*”, which means police or the besters in Tswana, ensured that authority is respected. These police were deployed to instilling harsh discipline to perpetrators as a means of ensuring that peace and stability prevail (Vuma, 2011:31).

Makgale (1997:05) supports Mokoena (2007:97) by indicating that police force in Botswana was founded from different tribal groups, which were created by the colonial regime in the eighteenth century for various security purposes. In 1970, Pilane’s inquiry presented the recommendations to the Botswana Police Service, which postulates that there is a need for total reform and restructuring of Botswana police service.

After the pronouncements of report findings Botswana developed their police force in terms of Local Police Act No.13 of 1972, which empowers police to effect arrests on any reported incident (Vuma, 2011: 32). Pfeiffer (2013: 134) indicates that the fundamental morals and values within Botswana police force are to maintain discipline and integrity. Botswana police officials while on duty must not undermine police ethics, codes of conduct and moral behaviour as they represent the Botswana state.

3.4.2 Namibian police role in crime combating

In the 1980s, South African Police Force was tasked to apply legal police duty in the Namibia territory as instruction by Council of Ministers and administrative General (Rauch & Van Der Spuy, 2006:96). South African Police Force managed and aligned work on all South West African Police (SWAPOL) and also drafted their day-to-day police duties. SWAPOL was legally and officially introduced in 1981 with brand new police attire and a clear cooperative mandate.

SWAPOL was guided and depended on the Namibian Police Act No.7 of 1958 for police duty directions and responsibilities. The Namibian police by then was sub-categorised into different working units, namely, criminal investigation unit, security unit, special operations, and administration unit to ensure that criminal activities are stopped. According to Vuma (2011:33), in 1989, the new free administration that is based on transparent and open principles to society were introduced on how the Namibian Police should exercise their police duties.

The Namibian Police Act, No.19 of 1990 stipulates that the Namibian Police department must account and report to the Minister of Home Affairs. The standard legal procedures of Namibian Police focused on the prevention and respond strategic approach in dealing with law and order within their country. The Namibian Police structure and functions comprised of semi-defence force kind which among others they are doing static guarding duties, monitoring critical strategic points, securing borders, and prevailing of law and order (Rauch & Van Der Spuy, 2006:6).

3.4.3 New Zealand police role in crime combating

The New Zealand government utilised soldiers to combat and prevent criminal activity within the country during colonial era in 1840 (Chappell & Wilson, 1996:17). After British colonial regime took over, initial police constables were employed by the justice system

to uphold and maintain peace and security. The New Zealand Policing Act No. 72 of 2008, section 9 stipulates the tasking and responsibilities of police as maintaining stability, upholding public security, implementations of law, crime combating, society involvement, and reassurance.

According to Chappell and Wilson (1996:17), during the pre-1840, the criminal elements in New Zealand were rising up enormously, which forced government in 1867 to introduce its initial national police force, which is reporting to Armed Constabulary Ordinances. In 1877, the national police were disbanded because they were more concern about Maoris fights and violence than focusing on the mandate of government. During that pressing time, the New Zealand Police Force merged two police units together for the purpose of duty delegation and responsibility, which among others is to tackle social unrest and combating of criminal activities happening within the country in terms of New Zealand Police Act No.72 of 2008.

3.4.4 England police role in crime combating

Van Rooyen (1995:1) mentions that London Metropolitan Police was created by Sir Robert Peel in 1829. They adopted defence force approach in ensuring that law and order prevail within the country. In the late eighties, similarly, Servamus (1985:20) underscores that London police was formally structured into several policing directorates in late eighties. These policing units were reporting to Unit Chief Superintendent and Assistant Commissioner respectively. Their prominent key responsibility was to maintain peace and stability within the country on daily basis. They were in full uniform patrolling the streets and residential areas with the intention of preventing suspected criminal activities within the society.

Crawford (2009:234) agrees with argument by Servamus (1985:20) that responding to crime requires more management effort, approach and process in order to be successful. Pheiffer (2013:141) asserts that effective and accurate police skills and schooling can help the police to control, monitor and combat crime. The approach to deal with ever-increasing criminal activity requires police service to adapt to changes in terms of response. Mokoena (2007:97) outlines that one of the fundamental roles of London Police was to manage and control traffic, investigation of criminal acts and restoring of peace and security.

3.4.5 United States of America (USA) police role in crime combating

According to Fox, Van Wyk and Fourie (1998:163), policing in the USA uses the same policing mechanism and ideology which is been utilised by British policing system. They implemented this policing system based on the success, which was achieved in Boston. In 1651, New York Police Department employed Scout and watchers to patrol and safeguards their properties. Zimring (2007:76) argues that several police mechanisms such as patrolling if implemented correctly could assist big time with the eradication of crime within the communities. Monitoring of roads and residential areas by police can play a major breakthrough achieving crime reduction goal if implemented correctly.

Arrington (2007:1) substantiates this argument by pointing out that Sir Robert Peel's police ideology and philosophy form a fundamental background of security's approach in crime combating and response. Scaramella, Cox and McCamey (2011: 83) contends that the effective skills development programme and training introduced by the U.S Justice System in 1999 to police training facilities assist police to deal with any sort of criminal activity challenge without any doubt. A qualified professional police officer, worked according to legal principles and ethics in reaching his/her objectives that resulted in a quality of work and good governance.

3.4.6 Australian police role in crime combating

According to Weatherburn (2004:160), the policing model for crime response in Australia came to play in 1989. The Australian authority made a serious and demanding effort by pronouncing crime combating strategy which was called "Together against Crime". This was the first attempt by the government to strategically align police approaches with Australian crime prevention objectives and goals. An organised government structure within the regions was tasked to create effective crime combating programmes that will assist in dealing with crime elements in Australia. Weatherburn (2004:209) reports that Australian local authority and other councils have been advised to develop their own crime combating strategies and models. These local authorities and municipal architecting must align their standards with the one of crime combating so that it can address the crime concept from developmental stages.

While Sutton, Cherney and White (2008: 64) argue that crime combating through environmental design is the order of every stakeholder that seeks or tasked to implement crime combating mechanisms and processes. Local Authority is in good stand to

implement processes, systems and models that can eliminate chances of crime incident because they are close to society. They can also take advantage that they are within the society by introducing crime combating awareness on the back of municipal accounts, which outlines the tips and importance of reporting suspicious vehicles and persons (Sutton, et al., 2008: 64).

3.4.7 Scotland police role in crime combating

Vuma (2011: 37) mentions that Scotland Police Department took a different and dramatic shape after the World War II. Tulliallan castle was the main training facility for police to improve their knowledge in terms of approaches and techniques to tackle crime. Different crime combating squads were formed in 1969 for the police after alarming of criminal activity. Drug and tracker unit were formed with intention to eradicate illegal selling and smoking of drugs within the Scottish capitals (Royal Commission Report, 1962). Cops within those different police units were still obliged to adhere to police ethics and conducts when executing their crime combating mandates.

Donnelly and Scott (2011:8) mention that in terms of Scotland Police Act of 1967, the responsibility and purpose in chapter 77 are as follows:

- To secure and visibly monitor areas.
- To stop the commencement of criminal act.
- To maintain order.
- To protect person and his belongings.
- To make a full research with the intention of bringing those implicated to books, also to provide plan to avoid similar occurrence.
- To serve any order made in terms of the rule of law.
- To preserve any kind of evidence as required by law.

3.4.8 France police role in crime combating

France police division created their own police department in 1983 under its independent regulation and standard passed by president in Mitterand (Besdziek, 1996:4). French government is determined and objective on its mission in terms of policing as they patrol and maintain law and order at all times. In terms of the legal prescripts, the city mayor can create metro police service if satisfied prescribed requirements. The French safety regulations do not allow or empower French police within local authority to arrest

perpetrators, investigate, and search and seizure anything from member of public while on duty.

3.4.9 Any other police division around the globe

Palimiotto (2011:215) accentuates that the society's participation in the establishment of crime combating structures will ensure that first hand crime information is reaching the police to respond quickly. Hyde (2002) indicates that community policing model helps the Canadian society to engage with other stakeholders on crime combating issues. This community policing model is a crime combating instrument which is used by Canadian police, Canadian civic organisations and other stakeholders in Canada to safeguard their places. Mokoena (2007:97) indicates that at Florida in USA, government implemented the society's involvement approach in the early 1990s, which was a good mechanism used by police to deal with criminal conducts.

Crime combating in relation with society and other stakeholders assisted Los Angeles Police Department with relevant information concerning crime issues involving community (Mokoena, 2007:97).

3.5. CONCLUSION

This chapter dealt with the literature in terms of outlining the background of how Metro Police in Tshwane was established. Among literature that the author reviewed were legislative regulations that paved way for formation of city council police service such as National Road Traffic Act No.93 of 1996, South African Police Act No. 68 of 1995 and the Constitution of the Republic of South Africa, Act No.108 of 1996 were elaborated in full.

The police origins and approaches used by SAPS in South Africa were critically outlined in this chapter. The method of policing in South African context during the colonial and apartheid regime were highlighted. The policing in the era of Jan Van Riebeeck and the colonial regime were outlined in detail with full explanations of tactics and method used during that time. The traditional mandate of police force was discussed in this chapter. The role played by the apartheid government in shaping the police force at that time was discussed in this context. The indications and kind of policing in other countries were explained in full.

CHAPTER 4

THEORETICAL FRAMEWORK

4.1 INTRODUCTION

Crime combating strategies and mechanisms that seek to explore the role of government and other stakeholders are discussed in this chapter. This is followed by the detailed legal framework and theories concerning fear of crime and criminal opportunity within the society and how they feel in terms of addressing the situation. The detailed legal prescripts and how to do governance with regards to metro police and their role in crime combating are discussed in this chapter. The roles of every stakeholder from government, non-governmental agencies, business cooperates, and civil society, and ordinary citizens in crime reduction are to be discussed. The White Paper on Local Government postulates that state owned enterprises should ensure that they comply with the terms of this paper in ensuring that service delivery is achieved. Palmiotto (2011:156) indicates that the service society's satisfaction with service delivery depends on the environmental situation in which they live. The City of Tshwane crime reduction strategies and process will also be explained.

4.2 THE ROLE OF SOUTH AFRICAN POLICE SERVICE IN DEMOCRATIC ERA

The new democratic governance after 1994 national elections brought dramatic transformation to the South African police forces. The latter had to change its name to SAPS to provide and maintain law and order to the community, as postulated by the section 205 (1), (2) and (3) of the Constitution of Republic of South Africa (Act No. 108 of 1996) read with section 68 of South African Police Service Act No. 68 of 1995.

4.2.1 Turnaround map of South African police on crime reduction

South Africa moved swiftly from police force to police services after 1994 national election. The intention was to give birth to the new SAPS, which took the stand as the new policing services. SAPS' commitment is to ensure that every citizen in the country is protected, reported criminal activity is investigated and order is maintained at all time in terms of the Constitution of the Republic of South Africa Act No. 108 of 1996. Therefore, the legislative framework discussed above consists of police operational pillars that provide a clear indication with regard to crime combating approach:

4.2.1.1 Citizen policing

According to Palimiotto (2011:215), participation of society in policing is a preventive security approach that seeks to incorporate responsibility and accountability of police, residents and other stakeholders in ensuring that law and order are maintained within the communities. More importantly, community participation in crime reduction is likely to assist and enhance police with needed crime-related information so that they can strategically plan on how to approach patrols and daily operations (Pillay, 1998:102).

While Burger (2011:103) concurs with Palimiotto (2011:215) by arguing that society's involvement in formulation of crime combating structures will ensure that first hand crime information reaches the police to respond quickly. These will further assist the national police during criminal inquiry and prosecution process as the community will become witness so that the right perpetrators feel the might of the law. Van Rooyen (1995:6) mentions that the new dispensation of police approach and technique has changed the way policing was conducted initially. They are now overemphasising the responsibility and role of society in dealing with criminal elements than depending on scientific proof of acts of crime committed.

4.2.1.2 Community policing structure

Section 18 (1) of the SAPS Act, No. 68 of 1995 stipulates that the national police must ensure that there is conducive environment with a set of united individuals from diverse cultural backgrounds with the purpose of achieving common goal. The Act further indicates that all top cops are entrusted with powers to develop society policing structures in all respective policing environments in South Africa. This statement is supported by Section 215 of the Constitution of the Republic of South Africa, Act No. 108 of 1996 that postulates that for the police to deal with and address criminal activities in the country, they must officially partner with business associates, ordinary people from the street and other role players within the community.

According to Stevens and Yach (1995:10), community security structure can help in unfolding and exploring the root causes of criminal activity within the local authority with the aim of responding to crime and crime combating. Burger and Muller (2009:04) agree with the views of Stevens and Yach (1995:5) by indicating that society's security structure will help authority with relevant crime-related information which the police are not aware of in a specific place. Community policing unit is legally approved in terms of

constitution of the Republic of South Africa, Act No. 108 of 1996 and SAPS Act No. 68 of 1995. These pieces of legislation had been developed so that interaction between the police and the community members over criminal activity is prioritised.

Burger (2011:103) indicates that society security unit is a well-documented police approach and strategy in terms of the National Crime Prevention Plan of 1996, to assist and play as a linking role between police and society so that they can deal with criminal elements. Van Rooyen (1995:6) highlights that the new policing approach in South Africa went for drastic change. As a result, this new police system led to the formulation of unit within society that deals with crime, also assisting police in patrolling residential places while attending to other complaints as per their functions.

The researcher supports this notion by indicating that society security involvement will assist specifically during neighbourhood patrols and watch. This will speed up prosecuting process because witnesses as a member of community will come forward with information to determine the fate of perpetrator. This society security structure needs to be purposeful in terms of their aim and objective, and acquire relevant policing skills in terms of crime pattern and method of criminal operations in executing criminal activities.

4.2.1.3 Sector policing

SAPS' fundamental mandate is to make sure that all citizens are protected and secured at all times (Fisher, 2007:1). Dixon and Rauch (2004:9) indicate that South African police management has taken a good stand to formulate a dynamic policing programme that highlights the role and responsibility of society, businesses and other role-players in combating crime. The White Paper on Safety and Security of 1998 postulates aims, purpose and intention of sector policing outlined in a well structural and gazette policy document for factual references.

The White Paper on Safety and Security describes sector policing as a means of trimming down large number of group in terms of responsibilities to a little articulated unit or group, which will respond and account to a specific ward with specific appointed police personnel as their term of reference on all crime related issues. Weisburd and Eck (2004:57) accentuate that there has been a good return on investment in respect to society's participation in security when looking into the progress and effects made since

these approach introduced in the country. But the challenging issue put forward by authorities is of the basis that community safety approach decreases crime rate, not preventing it to the zero.

Weisburd and Eck (2004:57) opine that one of the crucial and progressive working approach in 1980s was foot patrols which was very vital technique of community involvement in policing, but now is no longer the core component or functions of current police-community partnership. The SAPS Act, No. 68 of 1995 outlines that police and community partnership in crime combating is important. It also advocates the establishment of society's unit, approach, and responsibilities of both in terms of how to tackle and identify crime spots within the community.

4.2.1.4 Problem oriented policing

According to Bayley (2006:2), problem-oriented policing is one of police mechanism and approach that aimed at identifying and upgrading programmes that seek to enhance police response to crime scenes. This further limits societal environment that creates crime-related opportunities which in subsequence results in insecurity (or fear of crime) and unrest in the community. Problem-oriented policing overemphasises the importance of initiating reactions that are aimed at combating crime, that are independent within justice fraternity and relate with other stakeholders within the society such as unite against drugs and alcohol campaigns (Plant & Scott, 2009:32).

Tilley and Farell (2012:81) concur with Bayley (2006:2) by substantiating that problem-oriented policing is a reactive technique and mechanism used by police in dealing with criminal activity. In addition, Sutton, et al. (2008:26) highlight that problem-oriented policing is a complex or holistic technique that ensures safety and security in different comprehensive methods of reducing criminal activity.

This research project conforms the idea that crime combating involves complex theories to ensure that all relevant role-players participate in finding solutions and interventions to the problem which is crime. Nevertheless, crime-related challenges are not only the task or responsibility of SAPS alone, but it involves all human beings on earth to come together and critically evaluate circumstances with the aim of putting strategies in place.

Palmiotto (2011:328) mentions that public relation in society-oriented policing will mean that society is involved in crime combating initiatives. Walker (2011:340) outlines that a strong belief has emerged from criminal experts that working related system in crime combating need society's focus. Local Government also plays a critical role in crime combating by ensuring that issues of good governance are adhered to in the municipalities. The National Development Plan (NDP) of 1996 and The White Paper Safety and Security 1998 stipulate that formalised communities and civil organisations structures are the driving force of crime reduction strategy within the community as they focused on the ground root level.

4.2.1.5 Crime prevention through environmental design

According to Arrington (2007:160), the environmental setup of a particular town or area plays a critical role in crime combating plan and strategy. Therefore, the authority must ensure that crime opportunity is reduced and discouraged by putting forward good and highly sophisticated infrastructures. The good setup of a specific environment explores the crime contributing factors while it seems to addressing the causes. National Crime Prevention Strategy 1996 is a written document that gives direction with regards to how government entities, society and other role players contribute towards addressing crime through environmental alignment. Crime combating through environmental setup is a plan for deduction of crime and fear that is based on improving specific environment by introducing socio-economic development map, building design and minimal crime - opportunities (Tilley, 2005:759).

Crime combating through environment alignment is a force driving mechanism by authorities to eliminate any chance of criminal activity and space by allocating necessary infrastructure such as building malls and shopping complex next to the community. This crime-combating map must be enforced by local authority and other forces by determining society outcomes, introduce big projects, controlling infrastructure, and implementing prescribed legislations with the intention of reducing hunger and starvation (Zimring, 2007: 630). Palmiotto (2011:171) concurs with Tilley (2005:759) and Zimring (2007:630) by mentioning that environmental setup of a specific area taking into account its location and people in terms of allocation of basic services improve lives of individuals and restore harmony.

4.3 LEGAL PRINCIPLES THAT ADVOCATES CITY POLICING

The SAPS Amendment Act No. 83 of 1998 read with South African Police Act, No. 68 of 1995 laid down fundamental basis for formulation of metro police directorate within local council. The burden is that crime prevention capability and responsibility entrusted to metro police is legally restrictive and not crystal clear (Montesh, 2011:9). Rauch, et al. (2001:14) deduce that the crime combating task of national police does not have the same legal mandate for the municipal police services.

The metro police mandate on crime combating is through environmental alignment of basic infrastructures and business opportunity with the aim of throwing in the youth and unemployed members of the society into the working system. The main role of metropolice is to regulate and control traffic by means of issuing traffic offences, and ensuring that people within the municipal jurisdiction obey city's legislations.

Burger (2007:42) supports the above-mentioned statement by outlining that the main objective of national police is to inquire about criminal activities, patrolling the streets, ensuring that law and order prevail within the society, but deliberately omit to mention prevention of crime as their role. Smith (2006:14) supports this argument by indicating that the founding of too many law enforcement agencies in the country is a sign to see that this crime prevention function needs holist approach, and relation by everyone to be realised.

The Private Security Industry has been created in terms of Private Security Industry Regulatory Act No.56 of 2001 to assist in safety and security within the community especially crime reduction.

The researcher¹ concurs with Smith (2006:14) by substantiating that metro police like security industry can be regulated through the Act of Parliament to assist with investigation of criminal elements, crime prevention role, preservation and presentation of evidence in court of law. The researcher argues that amendment of law will assist to eliminate burden and load which our SAPS are carrying out in ensuring that safety and

¹ The researcher had been a metro police officer in Tshwane metropolitan municipality since the 1st of July 2002, at the rank of senior superintendent for the past fourteen and half years. My work responsibilities ensure that road users are safe through management of traffic, enforcing by-laws of the city and combating general crime in the Municipal jurisdiction.

security are maintained within the country. This is also evident with the enactment of private security service which is being regulated in terms of Private Security Industry Regulatory Act No. 56 of 2001 to help in physical, information, personnel and communication security as part of crime combating.

With necessary training for new recruits, relevant in-job development and allocation of resources are challenges for municipal police in realising the mission of crime combating task (Mokoena, 2007:159). Furthermore, the Public Finance Management Act (PFMA) No. 1 of 1999 postulates that the local council and SAPS must fiscally interact with one another about policing strategies which must be highlighting crime combating objectives through supply chain management process.

This means that the municipal manager as responsible person must allocate necessary money for purchase of metro police vehicles, police equipment, firearms, bullet proofs, and other necessary resources that can assist department in achieving safety and security mission within the city.

Section 205 (3) of the Republic of South Africa Constitution echoes that national police is the only legal state entity that is entrusted with responsibility of maintaining law and order, combating criminal activity, preserving of evidence, making inquiry about criminal elements happened within the society (Burger, 2007:06).

4.4 LEGISLATIVE BASE AND FRAMEWORK OF CITY COUNCIL POLICE

The Constitution of Republic of South Africa Act No.108 of 1996 stipulates that local council may form metro police directorate that operates on their own in terms of tasking, management, resource, and monitoring. The following are some of legal prescripts and strategic documents that pave down supporting foundation on all law enforcement agencies and relevant stakeholders in dealing with crime combating.

4.4.1 The South African Police Services Act No. 68 of 1995

Section 64(1)(a) entrenched that any local authority may in terms of legislation write a formal request to the municipal executive council for formulation of metro police within its own local authority. The Executive Council may, subject to subsection 3 and such circumstances as satisfied, approve that written request for inauguration of metro police service if it satisfied with the following:

The written request should satisfy prerequisites such as submission of relevant prescribed number of documents in determined form. In addition, it should be enclosed with the latest minutes of meeting of council sitting where amicable agreement were taken to develop a metro police service, with the suggested metro police structure, fiscal status as well as holistic council's business plan.

South African Police Services Act No.68 of 1995 postulates that respective city council has to comply with the set standard requirements of creating municipal police service on 24-hour basis with its own resources. They must ensure that the road traffic management function by the metro police is not compromised by the creation of municipal police service. The road traffic policing should not be taken for granted as municipality moves to the more police tasking as outlined by the SAPS Act.

The City Council must present a clear indication with a detailed vision and mission of forming police service to compliment the national police service in combating crime. The metro police will be operating within the set community jurisdiction, satisfying members of that society by ensuring that law and order are maintained within at all times. They must be responsible, account and report to the executive council unlike SAPS reporting to provincial and national commissioner. Development of metro police within the City Council will enhance and uphold the level of security in the local level of government.

The suggested working plan on creation of municipal police services should impress Member of Executive Council (MEC) on its purpose of ensuring that crime related incidents and criminal activities within the City would be kept at minimal. Inaugurated metro police should ensure that supportive cooperation and interrelation exist between them and the SAPS when maintaining law and order within the City. Working plan must indicate how they are both going to work together in dealing with criminal elements.

The working plan should also indicate how the core responsibilities are going to be outlined as well as strategic approach in ensuring that traffic policing is not compromised. The senior council executive may sign and authorise that written request if it meets prescribed requirements in terms of legislation. In terms of section 64 (b), the CEO, as the person accountable to the City, shall manage and control the municipal police services.

On the contrary, section 64 (c)(1), subject to section 64(d) posit that the Mayoral Council shall employ trained police officer within metro police directorate as a chief of police. The appointed chief of police shall be responsible, manage and control the fiscal budget, demonstrate tasking and give feedback to the municipal accounting officer on a business plan, which outlines objective and aim of metro police service. Section 64(e) of the SAPS Act outlines the fundamental responsibilities and tasking of metro police service.

In terms of Section 64(f) (1) National Road Traffic Act No. 93 of 1996 outlines powers envisaged to the metro police directorate as among others: the road police management, implementation of city regulations and other related by-laws in terms of local government and Crime prevention. The Act further mentions that metro police member is a peace officer so he may execute duties of peace officer conferred by law. This section further stipulates the powers entrusted to the city council police while on duty.

4.4.2 The National Road Traffic Act No. 93 of 1996

In terms of National Road Traffic Act No.93 of 1996, responsibilities that must be executed by metro police or traffic officials while on duty are to implement traffic rules, inspect any motor vehicle or part of it, direct traffic congestions, assess any driver's license presented to him or her and enter any motor vehicle. The Act recognises local police officer or municipal police as a peace officer in terms of Section 334 of Criminal Procedure Act No.51 of 1977.

4.4.3 The National Crime Prevention Strategy (NCPS) of 1996

Sangster (2002:4) mentions that NCPS makes provision and terms of reference for local authority on systematic approach, which aimed at combating crime and regulating of other criminal related incidents within local society. The NCPS is a governmental crime prevention strategy that was created with the purpose of structuring the responsibilities and tasks of every stakeholder in dealing with crime including local government (Shaw 1998:2). Rauch (2002:13) emphasises that the legal justice institutions must open victim assistance centre that is aimed at healing victims of crime, then better advancing the accused who patronised the most defenceless people in the community.

NCPS was drafted in May 1996 by special task team from government in countering and reacting to the response on alarming crime-related incidents in South Africa (Van Rooyen, 1995:2). NCPS is a crime combating technique which encourages citizens,

businesses, spheres of governments, law enforcement agencies, and other stakeholders to structure themselves in dealing with criminal activities (Rauch, 2005:11). In addressing this criminal element within the community, there is a need to eliminate fear of crime by opening victim assistance centres within the community, while simultaneously prioritising on crime combating mechanisms in responding, combating and stopping criminal activities (Doran & Burgess, 2012:61). The reduction of criminal activity through environmental design is one of the fundamental base processes in the local sphere of government of NCPS (Pheiffer, 2013:43). The environmental alignment approach concentrates on developing security evaluation map when establishing new business centres and residential places within the city.

The most fundamental strategy in environmental alignment is to take safety and security of the people into account when developing any corporate and business deals, while also looking into the role of police and community at large (Pheiffer, 2013:43). The enforcement of this crime strategic mechanism to be effective largely depends on all relevant stakeholders within society.

4.4.4 The Constitution of Republic of South Africa Act No.108 of 1996

The Constitution of South Africa, Act No.108 of 1996 created legal obligation for city council police service, while the SAPS Act No. of 1995 outlines binding principles for creation of city council police services. The Constitution makes legal principles for various structures of government to interact in ensuring that the law and order is maintained at all times. Mokoena (2007:62) argues that section 206 (7) of the Constitution of South Africa postulates that the metro police can be established to enable and strengthen national police on their mission of ensuring that peace and harmony prevails at local authority. The formation of metro police will advance the objectives of local government specifically about crime combating and prevention through environmental alignment as stipulated in section 152(1) (d) of the Constitution.

4.4.5 Integrated Development Plans (IDPs) of 1996

In terms of section 41(1) (b) and (h) of the Constitution of Republic of South Africa, it stipulates the importance of advancing basic needs of society by creating a normal environment for living, and cooperation of one another in enhancing socio-economic coherence. The White Paper on Local Government (1998:24) mentions that for every stakeholder to attain the approach and process of interrelating plan, they need to ensure

that future plans are relatively coordinated. The White Paper also confirms that IDPs is an important weapon for municipalities and other governmental departments to coordinate integrated system and agendas that seek to advance the community. Pheiffer (2013:46) emphasises that local sphere of government is given opportunity to enforce IDP's plan as a mechanism align their future development plans with the existing community developments. Integrated Development Plan (IDP) is a governmental plan which seeks to integrate and facilitate career development within the society. These future plans for development should be aligned with the existing infrastructure, the surrounding circumstance, social and economic cohesion within that local council authority (Pheiffer, 2013: 46).

The White Paper on Local Government of 1998 posits that the plan is a mechanism that seeks to institute and outline a legal structural obligation towards municipalities to comply with IDP. In terms of this White Paper on Local Government, the entire South African local council is obliged to make the IDP available, as well as annual budget and project plans. Moreover, the IDP is amended annually to cope or put in new matters that seek to enhance the development of society. Therefore, other government entities operating within that local council authority should align their own project and programmes with the presented IDP so that administrative cooperation is enhanced.

The Constitution of the Republic of South Africa, Act No.108 of 1996 stipulates that a local council authority must practice IDP's mission and vision that seek to advance citizen's fundamental needs and social development (Craythorne, 2006:146). The objective of IDPs is to reach and attain needs of the poor and, also develop mission and vision within local council authority that are achievable. All corporate structures, SAPS, business entities, all spheres of government, individuals, civic organisations, and all stakeholders have a role to play in ensuring that IDP is the order of the day.

4.4.6 The Public Finance Management Act (PFMA) No. 1 of 1999

The PFMA No.1 of 1999 provides the legal binding provision for control of money, expenses, revenues, liabilities, and assets in all spheres of government in an orderly and transparent manner. This Act also indicates the accountability of the person in charge of financial and fiscal matters of the organisation. This Act further encourages good governance and clean management of funds, avoidance of unnecessary expenditures on all employees of the state.

In terms of the SAPS Amendment Act No. 83 of 1998, the municipal manager is in charge of the resources, funds and total control of local municipal authority. This means that the municipal manager as the accounting officer could make relevant resources available for Tshwane Metro police to ensure that crime combating strategy as stipulated is achieved. The Constitution of the Republic of South Africa, Act No. 108 of 1996. section (214) (1) and (2) declare that all spheres of government must at all times be fair and open when allocating and managing public funds with regards to budget system.

The interrelation between TMPD and other law enforcement agencies such as SAPS, South African Defence Force and state security service play a vital role in crime prevention as they seek to preserve peace and order. Failing to protect the community will result in wasteful expenditure in terms of PFMA No. 1 of 1999. PFMA No. 1 of 1999 further postulates that if a manager or any other individual working within the state entity fails to comply with the content of this legislation they could be prosecuted in a court of law. The PFMA No.1 of 1999 also provides framework for local spheres of government and national police to financially interrelate with one another concerning crime combating vision through procurement management system.

4.4.7 The White Paper on Safety and Security of 1998

The White Paper on Safety and Security of 1998 buttress that the implementation of this national document must be considered at local level because different crime-related incidents happens at different levels of municipality which will require different approach to deal with it. Rauch (2002:18) notes that the White Paper on Safety and Security of 1998 brings holistic innovative description of crime combating. This document advocates and indicates the structure and approach that must be followed on crime combating by all departmental ministries, community, SAPS, and other role players including city council.

The White Paper on Safety and Security of 1998 is a legislative provision made to advocate mechanical theories that deal with criminal activity within the society. The social crime prevention mandates belong to every stakeholder in the government which include: Welfare and Health; Housing; Municipalities; Civil organisations; Education; Business owners; every people, entire community and every stakeholder.

4.5 TSHWANE METRO POLICE DEPARTMENT STRATEGIC INTERVENTIONS

The following strategic approach was developed by TMPD in dealing with criminal activity in the City:

Craythorne (1997:534) defines by-laws as rules of Parliament passed to regulate and make legal provisions for municipal council on implementing safety and security related issues within the city council. It further outlines that the flouting of those rules and prohibitions are punishable if not adhered to. In terms of section 152(d) of Constitution of Republic of South Africa, Act 108 of 1996, the objectives of local government in the new South African era are to uphold a safe and conducive environment. Bekink (2006:13) indicates that the main task and responsibility of local sphere of government is to ensure that people live in a conducive and healthy environment. The mission of the CTMM is to ensure that Tshwane becomes number one African capital city in quality (Riekert & De Vries 2015: 100). This statement is being detailed as a legal binding provision to municipalities in terms of Municipal System Act No.32 of 2000, section 4(2)(i):20.

4.5.1 City legislation in TMPD

Masuku and Maepa (2004:9) assert that municipal law enforcement official when regulating business activities within the city, controlling traffic and total management function of municipal regulations is performing prevention of crime mandate. However, Memeza (2000:5) notes that crime-combating role is not on top of the table when coming to core functions of municipal policing. In 2006, the CTMM adopted Safer City Policy, which was drafted in 2005 as a report focusing on ensuring that the city is peaceful at all times for its inhabitants (Riekert & De Vries, 2015:101). The TMPD 2008-2011 By-law Policing Strategy must not be viewed as a separate function within this context. It was drafted to collaborate and strengthen other related reports that seek to safely advance the community. The TMPD By-Law Policing Strategy 2015/16 was revised where the mission and vision were outlined to implement municipal regulation, passing of other municipal laws, regular monitoring of offenders, and developing of relations with other stakeholders such as SAPS. Since the creation of TMPD in 2003, the Department has drafted by-law policy to observe this mandate (TMPD by-Law Policing Strategy, 2013:2).

This argument is supported by Mmutle (2009:2) who underscores that society's safety and visible approach compliments ward base strategy within the City, which were

submitted for signature by City of Tshwane Executive Council. The plan specifically aimed at ensuring that the municipal regulations such as safer city within municipality through their three main tasks of road traffic control, municipal regulations and prevention of crime is implemented.

Mmutle's report (2009) highlights the recommended crime activity hotspots, unrest community environments and all other crime related elements against someone who belongs in his report. According to this plan, Regional Policing directorate will execute most of the tasks through decentralised municipal regulation enforcement section (Riekert & De Vries, 2015:107). The researcher argues that it is evident that TMPD developed strategic plan to deal with transgression of municipal regulations and ensuring safe environment but neglected how to stop crime and plan on how to deal with organised crime in general. To stop crime, the first step is to seek and identify the prime causes of it, investigate and arrest the perpetrator which is the function of SAPS not municipal police in terms of the constitution of South Africa, Act No.108 of 1996 and in terms of SAPS Act No.68 of 1995.

4.5.2 Crime combating mechanism

Mmutle (2013:7) asserts that the visibility strategy seeks to promote safety and security through implementation of municipal law enforcement, road traffic management and crime prevention. TMPD Crime Prevention Strategy (2013:01) outlines its aim and objective of enforcing crime prevention, ensuring safety at community places, increase society's involvement, win the heart of community through visible policing and maintain good relationship with other stakeholders.

Masuku and Maepa (2004:9) support this statement by indicating that municipal law enforcement official executing crime-related duties holistically will contribute towards achieving crime prevention mandate. The TMPD crime prevention strategic plan (2013:01) was drafted in partnership with other national related crime prevention policies for legal directives such as National Crime Prevention Strategy, White Paper on Safety and Security and National Drug Master Plan. The plan also addresses the issue of land occupation by rightful owners and also ensuring that private, municipal, provincial, and national land is not illegally occupied by invaders. The TMPD crime prevention plan also incorporated Gauteng Safety Strategy (2014:19) in crime combating and road traffic management that deal with safety and security in the city of Tshwane. TMPD plan have

presented a holistic crime combating approaches and mechanisms to ensure that people in Tshwane are safe at all times such as targeted holistic visible policing, problem-oriented policing approach, social crime prevention and situational crime prevention.

4.5.3 Road policing mechanism

TMPD Road Policing Strategy (2013:01) emphasises the importance of securing roads, constant road patrols and maintenance of good relationship with road users at all times. The plan also highlights five approaches that are very prominent in ensuring that road users are safe at all times when traveling around the city: Road safety control, safer roads and patrols, safer motor vehicles, safer road utilisation, and after-accident response. Mmutle's (2009) report mentions society's safety visibility approach that compliment ward base strategy within community by ensuring that there is good relation between TMPD officers and roads users. When municipal law enforcement official patrolling the streets or controlling traffic within the City, the total road management functions is applied (Masuku & Maepa 2004:9).

4.6 CONCLUSION

The mandate of municipal police directorate in terms of National Road Traffic Act No. 93 of 1996, South African Police Act No. 68 of 1995, the Constitution of South Africa, Act No. 108 of 1996 and other legislations were detailed in this chapter. Different perceptions and opinions concerning the crime prevention role of municipal police service were discussed in this chapter. The emergence of police service within local city council in South African context during the colonial and apartheid regime was also discussed in detail. Different types of crime prevention policies, standards and legislations such as national crime prevention strategies, the White Paper on Safety and Security of 1998, IDP and other related process in South African legal justice were also explained.

Furthermore, the crime prevention strategies and pillars of SAPS were fully explained and linked to the TMPD role in crime combating. The crime prevention role within the local spheres of government, national, individual, business sector and civic organisation as an epidemic force for the entire world was mentioned in this chapter. The most challenges about crime prevention that are the root causes that need to be identified were stated. The importance of municipal police services in combating criminal activity and enforcing other policing functions was highlighted in this chapter.

CHAPTER 5

RESEARCH FINDINGS

5.1 INTRODUCTION

This chapter presents the findings of the study conducted according to the methodology mentioned in chapter 2. This chapter is divided into two sections: demographic section and crime prevention aspects within the TMPD environment. The first section of the chapter presents the descriptive analysis of the demographic characteristics. This chapter also presents statistical analysis through the means of software and Cronbach's alpha reliability coefficient. In this case, descriptive statistics for quantitative variables were presented in the form of means, standard deviations, coefficient of variation and also graphical presentation. In terms of categorical variables, the descriptive statistics were presented in the form of frequencies and proportions.

5.2 QUESTIONNAIRES FOR RESPONDENTS FROM CATEGORY A (CONSTABLES AND SERGEANTS) AND CATEGORY B (INSPECTORS AND SUPERINTENDENT)

Section A: Demographic data

The number of TMPD members who completed and returned the questionnaires was 164, it consisted of 49 constables, 59 sergeants, 25 superintendents, and 31 inspectors participated in the study. Constables and Sergeants were clustered together because of operational duties they perform and the superintendents and inspectors were grouped together because of supervisory duties they perform. Therefore, there were 65.9% (108) at operational level and 34.1% (56) at supervisory level. The characteristics of the participants, which included gender, age, race, qualifications, whether one worked as a municipal police before and years as a municipal police are shown in the table 5.1 below:

Table 5.1: Characteristics of the sample				
Variable	Category	Supervisory	Operational	Total
Gender	Male	31 (55.4%)	56 (51.9%)	53.0%
	Female	25 (44.6%)	52 (48.1%)	47.0%

Table 5.1: Characteristics of the sample

Variable	Category	Supervisory	Operational	Total
	Total	56 (100.0%)	108 (100.0%)	100.0%
Age	Less than 30 years	2 (3.6%)	30 (28.0%)	32 (19.6%)
	31 - 35 years	9 (16.1%)	34 (31.8%)	43 (26.4%)
	36 – 40 years	20 (35.7%)	20 (18.7%)	41 (21.5%)
	41 – 45 years	11 (19.6%)	12 (10.3%)	22 (13.5%)
	Above 45 years	14 (25.0%)	12 (11.2%)	26 (16.0%)
.	Total	56 (100.0%)	108 (100.0%)	164 (100.0%)
Race	Black	42 (75.0%)	95 (88.8%)	137 (84.0%)
	White	8 (14.3%)	7 (6.5%)	15 (9.2%)
	Indian	1 (.9%)	1 (.9%)	2 (1.9%)
	Coloured	5 (4.7%)	5 (4.7%)	10 (9.4 %)
	Total	56 (100.0%)	108 (100.0%)	164 (100.0%)
Highest educational qualification	Standard 10/Grade 12 and below	3 (5.4%)	40 (37.0%)	43 (26.2%)
	Certificate	4 (7.1%)	15 (13.9%)	19 (11.6%)
	Diploma (1 year)	14 (25.0%)	14 (13.0%)	28 (17.1%)
	Diploma (2 years)	4 (7.1%)	9 (8.3%)	13 (7.9%)
	Diploma (3 years) / advanced diploma	16 (28.6%)	23 (21.3%)	39 (23.8%)
	Degree /postgraduate degree	15 (2.8%)	7 (6.5%)	22 (13.4%)
	Total	56 (100.0%)	108 (100.0%)	164 (100.0%)

Table 5.1: Characteristics of the sample				
Variable	Category	Supervisory	Operational	Total
Worked for the municipality	Yes	37 (67.3%)	37 (35.9%)	74 (46.8%)
	No	18 (32.7%)	66 (64.1%)	84 (53.2%)
	Total	55 (100.0%)	103 (100.0%)	158 (100.0%)
Years permanently employed	Not more than 2 years	-	13 (12.3%)	13 (8.1%)
Employed	3 – 5 years	-	35 (33.0%)	35 (21.7%)
	6 - 10 years	12 (21.8%)	36 (34.0%)	48 (29.8%)
	11 - 15 years	21 (38.2%)	15 (13.9%)	36 (34.0%)
	16 - 20 years	12 (21.8%)	5 (4.7%)	16 (9.9%)
	More than 20 years	11 (20.0%)	5 (4.7%)	16 (9.9%)
Total		56 (100.0%)	108 (100.0%)	164 (100%)

Gender: About 55.4% (n=31) at supervisory level were males while 44.6% (n=25) were females. At operational level, about 51.9% (n=56) were males, while 48.1% (n=52) were females. Overall, there were 53% (n=87) males as compared to 47% (n=77) females.

Age: For the supervisory level, 35.7% (n=20) were aged between 36 – 40, 25% (n=14) were aged above 45 years, 19.6% (n=11) were aged not more than 35 years, and the same proportion were aged between 41 – 45 years. Regarding the operational level, 59.8% (n=64) were aged not more than 35 years, 18.7% (n=20) were aged between 36 – 40 years, 11.2% (n=12) were aged above 45 years and 10.3% (n=11), were aged between 41 – 45 years.

5.2.1. Comparison on supervisory and operational levels or categories based on:

- Race.
- Educational qualifications.
- Worked for municipality before.

- Years worked.

The researcher noted that close to half of the respondents at operational levels were below 35 years. Overall, about 46% (n=75) were aged not more than 35 years, 24.5% (n=40) were aged between 36 – 40 years and therefore close to 50% of the respondents were aged between 31 – 40 years. Therefore, close to 30% (n=48) were aged above 40 years of age. Therefore, the majority of the respondents were in the middle age, which is in line with the national statistics for South Africa Labour force.

Race: In terms of racial composition of the respondents, about 75% (n=42) at supervisory level were black, 14.3% (n=8) were white while 10.7% (n=6) were 5 (16.1%) were coloured and 1 (.9%) were Indian. For the operational level, 88.8% (n=95) were black, 6.5% (n=7) were whites and 4.7% (n=5) coloureds and .9% (n=1) were Indian. For the supervisory level one-quarter are whites, Indians and coloureds while for the operational there are only 11%. Altogether, about 84% (n=137) were blacks, 9.2% (n=15) were whites and 4.7% (n=5) coloureds and .9% (n=1) were. Evidently, the majority of the respondents were blacks.

Educational qualifications: Those at supervisor level, the majority had diplomas as evidenced by 25% (n=14) having one-year diplomas, 7.1% (n=4) having two-year diploma and 28.6% (n=16) having 3 years diploma. About 26.8% (n=15) had a degree or postgraduate degree while 12.5% (n=7) had a certificate or grade 12 and below qualifications. It can be concluded that close to a quarter of the supervisors were degree holders. In terms of the operational level, close to 50% (n=55) had grade 12 or below or a certificate, 35.2% (n=38) had diplomas (13.0% (n=15) had one-year diplomas, 8.3% (n=9) had two-year diploma, 21.3% (n=23) had three-year diplomas) and only 6.5% (n=7) had a degree.

Those at supervisory level tend to have higher qualifications than those at operational level. Overall, the largest proportion of the respondents had diplomas, that is, 48.8% (n=80). The diplomas were one year (17.1%; n=28), two years (7.9%; n=13) and three-year diplomas (23.8%; n=39). About 26.2% (n=43) had grade 12 and below whilst 13.4% (n=22) were holders of degrees.

Worked for municipality before: The respondents were asked whether they had worked for the municipality before. For the supervisory level, close to 67.3% (n=37) had worked for the municipality while 32.7% (n=18) had not. In terms of the operational level, 35.9% (n=37) had worked for the municipality while 64.1% (n=66) had not. Therefore, the majority of the respondents at the supervisory level had worked for the municipality before. Overall, close to half, that is 46.8% (n=74) indicated that they had worked for the municipal police before while 53.2% (n=84) had not worked for the municipal before.

Years worked: In terms of years worked permanently in the municipality, 40% (n=22) at the supervisory level worked for more than 15 years, 38.2% (n=21) worked for 11 – 15 years and 21.8% (n=12) had 6 – 10 years. No one at supervisory level had worked for less than five years. For the operational level, 29.8% (n=48) worked for less than five years, the same proportion worked for 6 – 10 years, 20.5% (n=33) worked for 11 – 15 years and 19.8% (n=32) worked for more than 15 years. The majority at operational level, worked for less than 10 years. Overall, about 29.8% (n=48) had worked for six to 10 years, 21.7% (n=35) had worked 2 – 5 years and 20.5% (n=33) had lived 11 – 15 years. Close to 20% had lived more than 15 years.

5.3 EXAMINING CRIME PREVENTION MANDATE AND FACTORS HINDERING EFFECTIVENESS IN CRIME PREVENTION

Section B: TMPD crime prevention aspects

The respondents were asked to indicate their level of extent on the following issues on a Likert scale of 1 not to an extent at all to 5 to a very large extent except for crime prevention training which used as a scale of 1 for every month to 5 for over a year:

- Duties or roles as per metro police mandate.
- Structure of specialised policing in determining set goals.
- Structure of regional policing in determining set goals.
- Utilisation of standard policies.
- Utilisation of standard procedures.
- Services rendered by Municipal Police.
- Challenges preventing performance of duties.
- Solutions to address challenges.
- Impact of challenges.

- Crime prevention training.

The variables were interpreted in such a way that an average of at least 3.5 meant that the respondents were agreeing to a large extent. Regarding crime prevention training a low score meant that the training occurred frequently.

5.3.1 Duties or roles as per metro police mandate

In order to establish the roles that members of TMPD were playing in crime prevention, the respondents were asked to indicate the duties and roles they perform as per metro police mandate.

The respondents were asked to indicate the duties and roles they perform as per metro police mandate as shown in table 5.2 below:

Table 5.2: Levels of extent on duties or roles as per metro police mandate								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q8a. Patrolling the streets	63.0% (34)	24.1% (13)	13.0% (7)	3.67	70.1% (75)	15.9% (17)	14.0% (15)	3.92
Q8b. Writing traffic fines	68.5% (37)	11.1% (6)	20.4% (11)	3.65	61.2% (63)	13.6% (14)	25.2% (26)	3.62
Q8d. Observing of accidents	57.7% (30)	26.9% (14)	15.4% (8)	3.65	58.3% (60)	16.5% (17)	25.2% (26)	3.51
Q8e. Control and monitoring of road traffic flow	49.1% (26)	35.8% (19)	15.1% (8)	3.47	55.3% (57)	19.4% (20)	25.2% (26)	3.50

Q8c. Issuing of road traffic and by-law notices	62.3% (33)	9.4% (5)	28.3% (15)	3.43	48.5% (50)	16.5% (17)	35.0% (36)	3.62
Q8k. Arresting and detaining of a suspect	28.8% (15)	57.7% (30)	13.5% (7)	3.25	52.4% (55)	18.1% (19)	29.5% (31)	3.38
Q8j. Crowd control in service delivery, unrest and strike situation	29.4% (15)	19.6% (10)	51.0% (26)	2.55	46.7% (49)	12.4% (13)	41.0% (43)	3.10
Q8i. Attending of selling goods without license	31.4% (16)	27.5% (14)	41.2% (21)	2.71	25.0% (26)	17.3% (18)	57.7% (60)	2.49
Q8f. Confiscating of hawker's goods	23.1% (12)	32.7% (17)	44.2% (23)	2.63	26.9% (28)	17.3% (18)	55.8% (58)	2.49
Q8g. Checking of business licenses	20.8% (11)	39.6% (21)	39.6% (21)	2.60	23.3% (24)	15.5% (16)	61.2% (63)	2.37
Q8h. Attending of noise complaint	25.0% (13)	32.7% (17)	42.3% (22)	2.71	22.5% (23)	16.7% (17)	60.8% (62)	2.32
Q8m. Preservation of evidence in court	15.7% (8)	15.7% (8)	68.6% (35)	2.12	24.0% (25)	13.5% (14)	62.5% (65)	2.30

Q8l. Investigation of serious crime	7.8% (4)	15.7% (8)	76.5% (39)	1.75	18.3% (19)	9.6% (10)	72.1% (75)	1.93
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Patrolling the streets: From 100% (n=164) of the respondents, about 87% (n=47) of the supervisory respondents indicated that they were performing the duty of patrolling the streets to an extent. Only 13% (n=7) of the supervisory level indicated that they were performing the duty to an extent. An overwhelming majority of 92% (n=86) of the operational level respondents indicated that they performed duties to extent while 15% (n=14) indicated that they were performing to a little extent.

Writing traffic fines: From 100% (n=164) of the respondents, about 79.6% (n=43) of the supervisory respondents said that they were writing traffic fines to an extent. Only 20.4 % (n=11) of the respondents indicated that they were performing to a little extent. About 77% (n=75) of the operational level respondents indicated that they were performing the duty to an extent while 26% (n=25) indicated that they were performing duty to a little extent.

Observing of accidents: From 100% (n=164) of the respondents, about 84.6% (n=44) of the supervisory respondents said that they were observing accidents to an extent. Only 15.4 % (n=8) of the respondents indicated that duties were performed to a little extent. About 77% (n=75) of the operational level respondents indicated that they observed accidents to an extent while 26% (n=25) indicated that they were performing the duty to a little extent.

Controlling and monitoring of a road traffic flow: From 100% (n=164) of the respondents, about 84.9% (n=44) of the supervisory respondents outlined that they were performing the duty to an extent. Only 15.1% (n=8) of the respondents indicated that they were performing to a little extent. Therefore, 77% (n=75) of the operational level respondents indicated that they were performing the duty to extent while 26% (n=25) indicated that they were performing duty to a little extent.

Issuing of road traffic and by-law notices: From 100% (n=164) of the respondents, about 71.7% (n=38) of the supervisory respondents outlined that they were performing

the duty to an extent. Only 28.3% (n=15) of the respondents indicated that they were performing the duty to a little extent. About 67% (n=65) of the operational level respondents indicated that they were performing the duty to extent while 36% (n=35) indicated that they were performing duty to a little extent.

Arresting and detaining of a suspect: From 100% (n=164) of respondents, about 86.5% (n=45) of the supervisory respondents outlined that they were performing the duty to an extent. Only 13.5% (n=7) of the respondents indicated that they were performing to an extent. About 74% (n=71) of the operational level respondents indicated that they were performing to an extent while 31% (n=30) indicated that they were performing the duty to a little extent.

Crowd control in service delivery, unrest and strike situation: From 100 (n=164) of the respondents, about 49% (n=25) of the supervisory respondents outlined that they were performing the duty to an extent. Only 51% (n=26) of the respondents indicated that they were performing the duty to a little extent. About 62% (n=59) of the operational level respondents indicated that they were performing the duty to an extent while 41.0 % (n=43) indicated that they were performing duty to a little extent.

Attending of selling goods without license: From 100% (n=164) of the respondents, about 59% (n=30) of the supervisory respondents outlined that they were performing the duty to an extent. Only 41.2% (n=21) of the respondents indicated that they were performing the duty to a little extent. In addition, 44% (n=42) of the operational level respondents indicated that they were performing the duty to extent while 60% (n=58) indicated that they were performing the duty to a little extent.

Confiscating of hawkers' goods: From 100% (n=164) of the respondents, about 56% (n=29) of the supervisory respondents outlined that they were performing the duty to an extent. Only 44.2% (n=23) of the respondents indicated that they were performing the duties to a little extent. About 44% (n=42) of the operational level respondents indicated that they were performing the duty to extent, while 58% (n=56) indicated that they were performing the duties to a little extent.

Checking of business licenses: From 100% (n=164) of the respondents, about 57.1% (n=32) of the supervisory respondents outlined that they were performing the duty to an

extent. Only 39.6% (n=21) of the respondents indicated that they were performing the duties to an extent. About 40% (n=39) of the operational level respondents indicated that they were performing the duty to an extent while 63% (n=61) indicated that they were performing duties to a little extent.

Attending to a noise complaint: From 100% (n=164) of the respondents, about 58% (n=42) of the supervisory respondents outlined that they were performing the duty to an extent. Only 42.3% (n=22) of the respondents indicated that they were performing the duties to a little extent. About 40% (n=39) of the operational level respondents indicated that they were performing the duty to extent while 62% (n=61) indicated that they were performing the duties to a little extent.

Preservation of evidence in court: From 100% (n=164) of the respondents, about 31.4% (n=16) of the supervisory respondents outlined that they were performing the duty to an extent. Only 68.6% (n=35) of the respondents indicated that duty were performing to a little extent. In contrast, 39% (n=38) of the operational level respondents indicated that they were performing the duty to extent while 65% (n=63) indicated that they were performing the duties to a little extent.

Investigation of serious crime: From 100% (n=164) of the respondents, about 24% (n=12%) of the supervisory respondents outlined that they were performing the duty to an extent. Only 76.5 % (n=39) of the respondents indicated that they were performing the duty to a little extent. About 29% (n=28) of the operational level respondents indicated that they were performing the duty to an extent while 75% (n=72) indicated that they were performing the duties to a little extent.

5.3.1.1 Comparison on supervisory and operational levels or categories

The researcher noted that both levels (supervisory and operational) are involved in writing traffic fines, patrolling the streets and observing of accidents. Close to 50% at supervisory level indicated that they control and monitor road traffic flow while close to 50% of those at operational level indicated that they issue road and traffic by-law notices and perform crowd control in service delivery protests, unrest and strike situation. The supervisors indicated that they performed the duty of arresting and detaining of a suspect to some extent.

Overall, the aspects that are not being performed as per police mandate are investigation of serious crime (73.6%) and preservation of evidence of court (64.5%). The overall means were 1.87 and 2.24 respectively, therefore indicating that the respondents were indicating that it occurs to a little extent.

5.3.2 Structure of specialised policing in determining set goals

In terms of the structure of specialised policing in Tshwane Metro Police that is effective in determining set goals, constables, sergeants, inspectors, wardens, superintendents, and senior superintendents were the ones indicating that they occurred to an extent.

The information as shown in table 5.3 below:

Table 5.3: Levels of extent on structure of specialised policing in determining set goals								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q9i. Constable	78.8% (41)	13.5% (7)	7.7% (4)	4.13	78.8% (82)	14.4% (15)	6.7% (7)	4.23
Q9h. Sergeant	78.8% (41)	13.5% (7)	7.7% (4)	4.04	78.2% (79)	14.9% (15)	6.9% (7)	4.14
Q9g. Inspector	78.2% (43)	16.4% (9)	5.5% (3)	4.04	69.0% (69)	21.0% (21)	10.0% (10)	3.90
Q9j. Warden	50.0% (22)	22.7% (10)	27.3% (12)	3.36	67.7% (67)	20.2% (20)	12.1% (12)	3.92
Q9f. Superintendent	65.4% (34)	26.9% (14)	7.7% (4)	3.85	57.0% (57)	26.0% (26)	17.0% (17)	3.63

Q9e. Senior Superintendent	49.0% (25)	39.2% (20)	11.8% (6)	3.51	53.5% (54)	23.8% (24)	22.8% (23)	3.50
Q9a. Chief of Police	67.3% (35)	17.3% (9)	15.4% (8)	3.90	50.5% (53)	15.2% (16)	34.3% (36)	3.24
Q9d. Commander	40.4% (21)	40.4% (21)	19.2% (10)	3.33	57.8% (59)	18.6% (19)	23.5% (24)	3.48
Q9c. Director	34.6% (18)	50.0% (26)	15.4% (8)	3.27	54.9% (56)	18.6% (19)	26.5% (27)	3.43
Q9b. Deputy Chief of Police	45.1% (23)	37.3% (19)	17.6% (9)	3.33	52.9% (55)	18.3% (19)	28.8% (30)	3.29

Constables: From 100% (n=164) of the respondents, 92.3% (n=48) of the supervisory respondents indicated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 7.7% (n=4) of the respondents indicated that duties were performed to a little extent. About 97% (n=93) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 6.7% (n=7) indicated that the structure in determining set goals were effective to a little extent.

Sergeant: From 100% (n=164) of the respondents, 92.3% (n=47) of the supervisory respondents stated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 7.7% (n=4) of the respondents indicated that duties were performed to a little extent. About 94% (n=93) of the operational respondents were opined that the structure of specialised policing in determining set goals were effective to extent while 6.9% (n=7) indicated that the structure in determining set goals were effective to a little extent.

Inspector: From 100% (n=164) of the respondents, 94.6% (n=52) of the supervisory respondents indicated that the structure of specialised policing in determining set goals was effective to an extent. However, only 5.5 % (n=3) of the respondents indicated that duties were performed to a little extent. About 90% (n=90) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 10% (n=10) indicated that the structure in determining set goals were effective to a little extent.

Warden: From 100% (n=164) of the respondents, 72.7% (n=32) of the supervisory respondents indicated that the structure of specialised policing in determining set goals were effective to an extent. However, only 27.3 % (n=12) of the respondents indicated that duties performed to a little extent. About 87.9% (n=87) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 12.1% (n=12) indicated that the structure in determining set goals were effective to a little extent.

Superintendent: From 100% (n=164) of the respondents, 92.3% (n=48) of the supervisory respondents stated that the structure of specialised policing in determining set goals were effective to an extent. However, only 7.7 % (n=4) of the respondents indicated that duties were performed to a little extent. About 83% (n=83) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 17.0% (n=17) indicated that the structure in determining set goals were effective to a little extent.

Senior Superintendent: From 100% (n=164) of the respondents, 88.2% (n=45) of the supervisory respondents indicated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 11.6% (n=6) of the respondents indicated that duties were performed to a little extent. About 78% (n=77) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 22.8% (n=23) indicated that the structure in determining set goals were effective to a little extent.

Chief of Police: From 100% (n=164) of the respondents, 84.6% (n=44) of the supervisory respondents indicated that the structure of specialised policing in

determining set goals were effective to an extent. On the contrary, only 15.4% (n=8) of the respondents indicated that duties performed to a little extent. About 69% (n=66) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 36% (n=34) indicated that the structure in determining set goals were effective to a little extent.

Commander: From 100% (n=164) of the respondents, 80.8% (n=42) of the supervisory respondents stated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 19.2% (n=10) of the respondents indicated that duties were performed to a little extent. About 78% (n=76) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 26.5% (n=27) indicated that the structure in determining set goals were effective to a little extent.

Director: From 100% (n=164) of the respondents, 84.6% (n=44) of the supervisory respondents indicated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 15.4% (n=8) of the respondents indicated that duties were performed to a little extent. About 75% (n=73) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 26.5% (n=27) indicated that the structure in determining set goals were effective to a little extent.

Deputy Chief of police: From 100% (n=164) of the respondents, 82.4% (n=42) of the supervisory respondents indicated that the structure of specialised policing in determining set goals were effective to an extent. On the contrary, only 17.6 % (n=9) of the respondents indicated that duties performed to a little extent. About 74% (n=71) of the operational respondents opined that the structure of specialised policing in determining set goals were effective to extent while 30% (n=29) indicated that the regional structure in determining set goals were effective to a little extent.

5.3.2.1 Comparison on supervisory and operational levels or categories

Overall, the proportion of respondents indicated that constables (78.8%), sergeants (78.4%), inspectors (72.3%), wardens (62.3%), superintendent (59.9%) and senior

superintendent (52.0%) occurs to a large extent. On the contrary, the supervisor and operational respondents indicated that the roles of chief of police, commander, director and deputy chief of police are to some extent effective in determining the set goals.

5.3.3 Structure of regional policing in determining the set goals

In order to establish the views of the respondents on regional policing structure in determining the set goals, the respondents were asked to indicate the extent to which structure of regional policing in TMPD is effective in determining the set goals. The same pattern was observed in specialised policing was also obtained in regional policing as shown in table 5.4 below.

Table 5.4: Levels of extent on structure of regional policing in determining the set goals								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q10i. Constable	76.5% (39)	13.7% (7)	9.8% (5)	3.96	78.2% (79)	11.9% (12)	9.9% (10)	4.22
Q10h. Sergeant	78.0% (39)	16.0% (8)	6.0% (3)	4.06	75.2% (76)	12.9% (13)	11.9% (12)	4.12
Q10g. Inspector	73.6% (39)	20.8% (11)	5.7% (3)	3.98	66.3% (67)	23.8% (24)	9.9% (10)	3.96
Q10f. Superintendent	77.6% (38)	14.3% (7)	8.2% (4)	3.98	60.0% (60)	28.0% (28)	12.0% (12)	3.76
Q10j. Warden	56.1% (23)	17.1% (7)	26.8% (11)	3.44	65.7% (65)	21.2% (21)	13.1% (13)	3.93

Q10e. Senior Superintendent	60.0% (30)	34.0% (17)	6.0% (3)	3.76	56.0% (56)	23.0% (23)	21.0% (21)	3.57
Q10d. Commander	46.0% (23)	40.0% (2)	14.0% (7)	3.44	58.4% (59)	18.8% (19)	22.8% (23)	3.58
Q10c. Director	34.0% (17)	48.0% (24)	18.0% (9)	3.20	51.0% (52)	23.5% (24)	25.5% (26)	3.40
Q10a. Chief of Police	58.0% (29)	22.0% (11)	20.0% (10)	3.62	49.0% (50)	13.7% (14)	37.3% (38)	3.18
Q10b. Deputy Chief of Police	40.0% (20)	44.0% (22)	16.0% (8)	3.30	48.0% (49)	15.7% (16)	36.3% (37)	3.18

Constables: From 100% (n=164) of the respondents, 90.2% (n=46) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. However, only 9.8% (n=5) of the respondents indicated that duties were performed to a little extent. About 91% (n=90) of the operational respondents opined that the structure of regional policing in determining the set goals was effective to extent while 9.9% (n=10) indicated that the structure in determining set goals was effective to a little extent.

Sergeant: From 100% (n=164) of the respondents, 90.2% (n=46) of the supervisory respondents indicated that the structure of regional policing in determining set goals were effective to an extent. However, only 9.8% (n=5) of the respondents indicated that duties were performed to a little extent. About 89% (n=88) of the operational respondents opined that the structure of regional policing in determining the set goals was effective to extent, while 11.9% (n=12) indicated that the structure in determining the set goals was effective to a little extent.

Inspector: From 100% (n=164) of the respondents, 94.4% (n=50) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. Only 6.0% (n=3) of the respondents indicated that duties were

performed to a little extent. About 90% (n=91) of the operational respondents opined that the structure of regional policing in determining the set goals was effective to extent while 19.9% (n=10) indicated that the structure in determining set goals were effective to a little extent.

Superintendent: From 100% (n=164) of the respondents, 91.9% (n=45) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. On the contrary, only 8.2% (n=4) of the respondents indicated that duties were performed to a little extent. About 88% (n=88) of the operational respondents opined that the structure of regional policing in determining the set goals was effective to extent while 12.0% (n=12) indicated that the structure in determining the set goals was effective to a little extent.

Warden: From 100% (n=164) of the respondents, 73.2% (n=30) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. On the contrary, only 27% (n=11) of the respondents indicated that duties were performed to a little extent. About 86.9% (n=86) of the operational respondents opined that the structure of regional policing in determining the set goals was effective to extent while 13.1% (n=13) indicated that the structure in determining the set goals was effective to a little extent.

Senior Superintendent: From 100% (n=164) of the respondents, 94% (n=47) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. On the contrary, only 6.0% (n=3) of the respondents indicated that duties was performed to a little extent. About 79% (n=79) of the operational respondents opined that the structure of regional policing in determining the set goals were effective to extent while 21.0% (n=21) indicated that the structure in determining set goals was effective to a little extent.

Commander: From 100% (n=164) of the respondents, 86% (n=43) of the supervisory respondents indicated that the structure of regional policing in determining the set goals were effective to an extent. On the contrary, only 14.0% (n=7) of the respondents indicated that duties were performed to a little extent. About 78% (n=77) of the operational respondents opined that the structure of regional policing in determining the

set goals were effective to extent while 22.8% (n=23) indicated that the structure in determining the set goals were effective to a little extent.

Director: From 100% (n=164) of the respondents, 82% (n=41) of the supervisory respondents indicated that the structure of regional policing in determining the set goals were effective to an extent. However, only 18.0% (9) of the respondents indicated that duties were performed to a little extent. About 75 (76%) of the operational respondents opined that the structure of regional policing in determining the set goals were effective to extent while 25.5% (n=26) indicated that the structure in determining the set goals were effective to a little extent.

Chief of Police: From 100% (n=164) of the respondents, 80% (n=40) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. However, only 20.0% (n=10) of the respondents indicated that duties performed to a little extent. About 64% (n=63) of the operational respondents opine that the structure of regional policing in determining set goals was effective to extent while 38% (n=37) indicated that the structure in determining the set goals were effective to a little extent.

Deputy Chief of Police: From 100% (n=164) of the respondents, 84% (n=42) of the supervisory respondents indicated that the structure of regional policing in determining the set goals was effective to an extent. However, only 16.0 % (n=8) of the respondents indicated that duties performed to a little extent. About 65% (n=64) of the operational respondents opined that the structure of regional policing in determining the set goals were effective to extent while 37% (n=36) indicated that the structure in determining the set goals was effective to a little.

5.3.3.1 Comparison on supervisory and operational level on effectiveness of regional structure

Both categories agreed that the structures constables, sergeants, inspectors, superintendents, wardens, and senior superintendents are effective in determining set goals at regional levels.

Considering both groups combined, the respondents indicated that the following structures of regional policing in TMPD are effective in determining structures. The latter include constables (77.6%), sergeants (76.2%), inspectors (68.8%), superintendent (65.8%), wardens (62.8%), senior superintendent (57.3%), and commander (54.3%). However, the following structures, that is, Director, Chief of Police and Deputy Chief of Police determine the set goals to some extent.

5.3.4 Utilisation of standard policies

In establishing, the standard policies were utilised by members of TMPD the respondents were asked to indicate the extent to which standard policies are utilised in the TMPD and results are shown in the table 5.5 below:

Table 5.5: Levels of extent on utilisation of standard policies								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q11b. Firearm policy	79.6% (43)	16.7% (9)	3.7% (2)	4.20	55.7% (59)	17.0% (18)	27.4% (29)	3.42
Q11k. Road policing policy	62.3% (33)	20.8% (11)	17.0% (9)	3.60	50.5% (54)	26.2% (28)	23.4% (25)	3.43
Q11l. Funeral and ceremonial policy	51.9% (28)	40.7% (22)	7.4% (4)	3.59	54.6% (59)	18.5% (20)	26.9% (29)	3.43
Q11m. Vehicle impoundment policy	44.4% (24)	40.7% (22)	14.8% (8)	3.37	46.2% (49)	25.5% (27)	28.3% (30)	3.31
Q11a. Uniform and clothing policy	56.6% (30)	30.2% (16)	13.2% (7)	3.72	40.7% (44)	25.0% (27)	34.3% (37)	3.10

Q11d. By-laws policy	50.9% (27)	30.2% (16)	18.9% (10)	3.58	39.3% (42)	29.0% (31)	31.8% (34)	3.07
Q11c. Vehicle policy	55.6% (30)	31.5% (17)	13.0% (7)	3.78	36.1% (39)	25.9% (28)	38.0% (41)	2.95
Q11o. Criminal record policy	42.6% (23)	27.8% (15)	29.6% (16)	3.11	36.1% (39)	25.9% (28)	38.0% (41)	2.92
Q11n. Asset policy	36.5% (19)	36.5% (39)	26.9% (14)	3.19	34.9% (37)	22.6% (24)	42.5% (45)	2.86
Q11h. Communication policy	26.4% (14)	45.3% (24)	28.3% (15)	3.00	33.3% (36)	28.7% (31)	38.0% (41)	2.89
Q11g. Media policy	26.4% (14)	32.1% (17)	41.5% (22)	2.85	32.4% (35)	21.3% (23)	46.3% (50)	2.75
Q11f. Security policy	22.2% (12)	27.8% (15)	50.0% (27)	2.69	28.3% (30)	27.4% (29)	44.3% (47)	2.81
Q11j. Computer use policy	26.9% (14)	34.6% (18)	38.5% (20)	2.92	32.1% (34)	20.8% (22)	47.2% (50)	2.70
Q11e. Employee progression policy	27.8% (15)	46.3% (25)	25.9% (14)	3.00	29.6% (32)	20.4% (22)	50.0% (54)	2.63
Q11i. Documents formulation and approval policy	18.9% (10)	41.5% (22)	39.6% (21)	2.77	28.3% (30)	28.3% (30)	43.4% (46)	2.70

Firearm policy: From 100% (n=164) of the respondents, 96.3% (n=52) of the supervisory respondents indicated that they utilised firearm policy to an extent. It is only

3.7% (n=2) of the respondents indicated that they utilised policy to a little extent. About 77% (n=73) of the operational respondents who mentioned that the utilisation was effective to some extent while 29% (n=27) indicated that the utilisation was effective to a little extent.

Road policing policy: From 100% (n=164) of the respondents, 83.1% (n=44) of the supervisory respondents indicated that the utilisation of road policing policy were effective to an extent. However, only 17.0% (n=9) of the respondents stated that the utilisation was effective to a little extent. About 82% (n=77) of the operational respondents opined that the utilisation was effective to some extent while 25% (n=23) indicated that the utilisation was effective to a little extent.

Funeral and ceremonial policy: From 100% (n=164) of the respondents, 96.2% (n=50) of the supervisory respondents indicated that the utilisation of funeral and ceremonial policy were effective to an extent. However, only 7.4% (n=4) of the respondents that indicated that the utilisation was effective to a little extent. About 79% (n=73) of the operational respondents opined that the utilisation was effective to some extent while 29% (n=26) indicated that the utilisation was effective to a little extent.

Vehicle impoundment policy: From 100% (n=164) of the respondents, 85.1% (n=46) of the supervisory respondents indicated that they utilised vehicle impoundment policy to an extent. However, only 14.8% (n=8) of the respondents asserted that the utilisation was effective to a little extent. About 76% (n=71) of the operational respondents perceived that the utilisation was effective to some extent while 30% (n=28) indicated that the utilisation was effective to a little extent.

Uniform and clothing policy: From 100% (n=164) of the respondents, 86.8% (n=46) of the supervisory respondents indicated that they utilised uniform and clothing policy to an extent. However, only 13.2% (n=7) of the respondents stated that the utilisation was effective to a little extent. About 71% (n=66) of the operational respondents perceived that the utilisation was effective to some extent while 37% (n=34) indicated that the utilisation was effective to a little extent.

By-laws policy: From 100% (n=164) of the respondents, 81.1% (n=43) of the supervisory respondents indicated that they utilised by-law policy to an extent. However, only 18.9% (n=10) of the respondents asserted that the utilisation was effective to a little extent. About 73% (n=68) of the operational respondents perceived that the utilisation was effective to some extent while 34 % (n=32) indicated that the utilisation was effective to a little extent.

Vehicle policy: From 100% (n=164) of the respondents, 87.1% (n=47) of the supervisory respondents indicated that they utilised road policing policy to an extent. However, only 13.0% (n=7) of the respondents that asserted that the utilisation was effective to a little extent. About 67% (n=62) of the operational respondents perceived that the utilisation was effective to some extent while 41% (n=38) indicated that the utilisation was effective to a little extent.

Criminal record policy: From 100% (n=164) of the respondents, 70.4% (n=38) of the supervisory respondents indicated that they utilised criminal record policy were effective to some extent. However, only 29.6% (n=16) of the respondents asserted that the utilisation was effective to a little extent. About 67% (n=62) of the operational respondents perceived that the utilisation was effective to some extent while 45% (n=43) indicated that the utilisation was effective to a little extent.

Asset policy: From 100% (n=164) of the respondents, 73% (n=58) of the supervisory respondents indicated that they utilised asset policy were effective to some extent. However, only 26.9 % (n=14) of the respondents that asserted that the utilisation was effective to a little extent. About 61% (n=58) of the operational respondents perceived that the utilisation was effective to some extent while 45% (n=43) indicated that the utilisation was effective to a little extent.

Communication policy: From 100% (n=164) of the respondents, 71.7% (n=38) of the supervisory respondents indicated that they utilised communication policy and it was effective to an extent. However, only 28.3% (n=15) of the respondents that asserted that the utilisation was effective to a little extent. About 67% (n=62) of the operational

respondents opined that the utilisation was effective to some extent while 41% (n=38) indicated that the utilisation was effective to a little extent.

Media policy: From 100% (n=164) of the respondents, 58.5% (n=31) of the supervisory respondents indicated that they utilised media policy to some extent. However, only 41.5% (n=22) of the respondents that asserted that the utilisation was effective to a little extent. About 58% (n=54) of the operational respondents opined that the utilisation of media was effective to some extent while 50% (n=46) indicated that the utilisation was effective to a little extent.

Security policy: From 100% (n=164) of the respondents, 50% (n=27) of the supervisory respondents indicated that they utilised security policy and was effective to some extent. However, only 50.0% (n=27) of the respondents that stated that the utilisation was effective to a little extent. About 59% (n=56) of the operational respondents opined that the utilisation was effective to some extent while 47% (n=44) indicated that the utilisation was effective to a little extent.

Computer use policy: From 100% (n=164) of the respondents, 51.5% (n=32) of the supervisory respondents indicated that they utilised computer policy to some extent. However, only 38.5% (n=20) of the respondents that asserted that the utilisation was effective to a little extent. About 56% (n=53) of the operational respondents opined that the utilisation was effective to some extent while 54.0% (n=50) indicated that the utilisation was effective to a little extent.

Employee policy: From 100% (n=164) of the respondents, 74.1% (n=40) of the supervisory respondents indicated that they utilised employee policy to some extent. However, only 25.9% (n=14) of the respondents asserted that the utilisation was effective to a little extent. About 54% (n=50) of the operational respondents perceived that the utilisation was effective to some extent while 54% (n=50) indicated that the utilisation was effective to a little extent.

Documents formulation and approval policy: From 100% (n=164) of the respondents, 60.4% (n=32) of the supervisory respondents indicated that they utilised documents

policy to some extent. However, only 39.6% (n=21) of the respondents asserted that the utilisation was effective to a little extent. About 60% (n=57) of the operational respondents perceived that the utilisation was effective to some extent while 46% (n=43) indicated that the utilisation was effective to a little extent.

5.3.4.1 Comparison between supervisory and operational level on utilisation of standard policies

Those at supervisory levels indicated that the standard policies: firearm policy (79.6%), road policing policy (62.3%), uniform and clothing policy (56.6%), vehicle policy (55.6%), funeral and ceremonial policy (51.9%) and by-laws policy (50.9%) are utilised to an extent in the TMPD. The operational levels indicated that firearm policy (55.7%), funeral and ceremonial policy (54.6%) and road policing policy (50.5%) are utilised to an extent. Close to 50% of those at supervisory level, indicated that security policy is not utilised and those at operational levels indicated that employee progression policy are not utilised. Therefore, combining both groups, the aspects with more than 50% of respondents indicating that they utilised the standard policies to an extent are firearm policy (63.7%), road policing policy (54.4%) and funeral and ceremonial policy (53.7%).

5.3.5 Utilisation of standard procedures

In establishing if the members of TMPD followed standard procedures, the participants were asked to indicate the level of extent the standard procedures were being utilised in the TMPD. About 65.6% of the participants agreed that firearm and ammunition procedure occurs to a large extent as shown in table 5.6 below:

Table 5.6: Levels of extent on utilisation of standard procedures								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q12o. Firearm and ammunition procedure	78.2% (43)	18.2% (10)	3.6% (2)	4.09	58.1% (61)	24.8% (26)	17.1% (18)	3.57

Q12e. Saluting and compliments procedure	51.9% (28)	29.6% (16)	18.5% (10)	3.44	49.5% (52)	27.6% (29)	22.9% (24)	3.41
Q12d. Code of conduct	50.9% (27)	37.7% (20)	11.3% (6)	3.55	44.8% (47)	35.2% (37)	20.0% (21)	3.30
Q12i. Ceremonial guard procedure	47.2% (25)	45.3% (24)	7.5% (4)	3.58	46.2% (48)	22.1% (23)	31.7% (33)	3.25
Q12a. Standard Procedures	47.3% (26)	36.4% (20)	16.4% (9)	3.49	37.0% (40)	43.5% (47)	19.4% (21)	3.27
Q12h. Oath of office procedure	54.7% (29)	26.4% (14)	18.9% (10)	3.49	39.4% (41)	31.7% (33)	28.8% (30)	3.17
Q12g. Official correspondence procedure	42.6% (23)	31.5% (17)	25.9% (14)	3.26	32.7% (34)	34.6% (36)	32.7% (34)	3.03
Q12b. Internal transfer Procedure	49.1% (27)	27.3% (15)	23.6% (13)	3.38	27.8% (30)	36.1% (39)	36.1% (39)	2.92
Q12f. Chain of command and protocol procedure	34.5% (19)	40.0% (22)	25.5% (14)	3.13	38.1% (40)	25.7% (27)	36.2% (38)	3.03
Q12k. Search and seizures procedure	22.2% (12)	40.7% (22)	37.0% (20)	2.81	35.6% (37)	29.8% (31)	34.6% (36)	3.01
Q12c. Manual of order	35.2% (19)	48.1% (26)	16.7% (9)	3.26	24.3% (25)	35.9% (37)	39.8% (41)	2.76
Q12j. Access control procedure	16.7% (9)	48.1% (26)	35.2% (19)	2.91	28.6% (30)	35.2% (37)	36.2% (38)	2.89

Q12l. Advance driving procedure	24.1% (13)	38.9% (21)	37.0% (20)	2.81	23.8% (25)	23.8% (25)	52.4% (55)	2.59
Q12m. Tactical survival procedure	18.9% (10)	37.7% (20)	43.4% (23)	2.74	22.9% (24)	27.6% (29)	49.5% (52)	2.59
Q12n. Defensive procedure	17.0% (9)	41.5% (22)	41.5% (22)	2.72	21.9% (23)	32.4% (34)	45.7% (48)	2.58

Firearm and ammunition procedure: From 100% (n=164) of the respondents, 96.4% (n=53) of the supervisory respondents indicated that they utilised firearm and ammunition procedure to some extent. On the contrary, only 3.6% (n=2) of the respondents stated that they utilised the procedure to a little extent. About 87% (n=82) of the operational respondents perceived that they utilised procedure to some extent while 18% (n=17) indicated that they utilised them to a little extent.

Saluting and compliments procedure: From 100% (n=164) of the respondents, 81.5% (n=44) of the supervisory respondents indicated that they utilised saluting and compliments procedure to some extent. On the contrary, only 18.5% (n=10) of the respondents asserted that the utilisation was effective to a little extent. About 81% (n=77) of the operational respondents perceived the utilisation was effective to some extent while 24% (n=23) indicated that the utilisation was effective to a little extent.

Code of conduct procedure: From 100% (n=164) of the respondents, 88.6 % (n=47) of the supervisory respondents indicated that they utilised code of conduct procedure to some extent. However, only 11.3% (n=6) of the respondents asserted that the utilisation was effective to a little extent. About 80 (84%) of the operational respondents perceived that the utilisation was effective to some extent while 21% (n=20) indicated that the utilisation was effective to a little extent.

Ceremonial guard procedure: From 100% (n=164) of the respondents, 92.5% (n=49) of the supervisory respondents indicated that they utilised ceremonial guarding

procedure to some extent. However, only 7.5% (n=4) of the respondents asserted that the utilisation was effective to a little extent. About 71% (n=68) of the operational respondents perceived that the utilisation was effective to some extent while 33% (n=32) indicated that the utilisation was effective to a little extent.

Standards procedure: From 100% (n=164) of the respondents, 83.7% (n=46) of the supervisory respondents indicated that they utilised standards procedure to extent. However, only 16.4% (n=9) of the respondents asserted that the utilisation was effective to a little extent. About 87% (n=81) of the operational respondents perceived that the utilisation was effective to some extent while 21% (n=19) indicated that the utilisation was effective to a little extent.

Oath of office procedure: From 100% (n=164) of the respondents, 81.1% (n=43) of the supervisory respondents indicated that they utilised oath of office procedure to some extent. Nevertheless, only 18.9 % (n=10) of the respondents underscored that the utilisation was effective to a little extent. About 74% (n=71) of the operational respondents opine that the utilisation was effective to some extent while 30% (n=29) indicated that the utilisation was effective to a little extent.

Official correspondence procedure: From 100% (n=164) of the respondents, 74.1% (n=40) of the supervisory respondents indicated that they utilised official correspondence procedure to extent. Nevertheless, only 25.9% (n=14) of the respondents underscored that the utilisation was effective to a little extent. About 70% (n=63) of the operational respondents perceived that the utilisation was effective to some extent while 34% (n=33) indicated that the utilisation was effective to a little extent.

Internal transfer procedure: From 100% (n=164) of the respondents, 76.4% (n=42) of the supervisory respondents indicated that they utilised internal transfer procedure to extent. Nevertheless, only 23.6% (n=13) of the respondents stated that the utilisation was effective to a little extent. About 63.9% (n=69) of the operational respondents perceived that the utilisation was effective to some extent while 39% (n=36) indicated that the utilisation was effective to a little extent.

Chain of command procedure: From 100% (n=164) of the respondents, 74.5% (n=41) of the supervisory respondents indicated that they utilised chain of command procedure to extent. Nevertheless, only 25.5% (n=14) of the respondents underscored that the utilisation was effective to a little extent. About 67% (n=64) of the operational respondents perceived that the utilisation was effective to some extent while 38% (n=36) indicated that the utilisation was effective to a little extent.

Search and seizures procedure: From 100% (n=164) of the respondents, 62.9% (n=35) of the supervisory respondents indicated that they utilised search and seizures procedure to extent. Nevertheless, only 37% (n=36) of the respondents underscored that the utilisation was effective to a little extent. About 67% (n=65) of the operational respondents perceived that the utilisation was effective to some extent while 36% (n=35) indicated that the utilisation was effective to a little extent.

Manual of order procedure: From 100% (n=164) of the respondents, 83.3% (n=45) of the supervisory respondents indicated that they utilised manual of order to extent. Nevertheless, only 16.7% (n=9) of the respondents underscored that the utilisation was effective to a little extent. About 62% (n=60) of the operational respondents perceived that the utilisation was effective to some extent while 41% (n=40) indicated that the utilisation was effective to a little extent.

Access control procedure: From 100% (n=164) of the respondents, 64.8% (n=35) of the supervisory respondents indicated that they utilised access control procedure to extent. Nevertheless, only 35.2% (n=19) of the respondents underscored that the utilisation was effective to a little extent. About 67% (n=64) of the operational respondents perceived that the utilisation was effective to some extent while 38% (n=36) indicated that the utilisation was effective to a little extent.

Advance driving procedure: From 100% (n=164) of the respondents, 63% (n=34) of the supervisory respondents indicated that the utilisation of advance driving procedure were effective to some extent. Nevertheless, only 37.0% (n=20) of the respondents underscored that the utilisation was effective to a little extent. About 50% (n=48) of the

operational respondents perceived that the utilisation was effective to some extent while 55% (n=52) indicated that the utilisation was effective to a little extent.

Tactical survival procedure: From 100% (n=164) of the respondents, 56.6% (n=30) of the supervisory respondents indicated that they utilised tactical survival procedure to extent. Nevertheless, only 43.4% (n=23) of the respondents underscored that the utilisation was effective to a little extent. About 53% (n=51) of the operational respondents perceived that the utilisation was effective to some extent while 52% (n=50) indicated that the utilisation was effective to a little extent.

Defensive procedure: From 100% (n=164) of the respondents, 58.5% (n=31) of the supervisory respondents indicated that they utilised defensive procedure to extent. Nevertheless, only 41.5% (n=22) of the respondents underscored that the utilisation was effective to a little extent. About 57% (n=54) of the operational respondents perceived that the utilisation was effective to some extent while 48% (n=46) indicated that the utilisation was effective to a little extent.

5.3.5.1 Comparison between supervisory and operational level on utilisation of standard procedures

The standard procedures of firearm and ammunition procedures (78.2%), oath of office procedure (54.7%), saluting and compliments procedures (51.9%), code of conduct (50.9%) and internal transfer procedure (49.1%) were mentioned by those at supervisory level are being utilised to a large extent. Those at operational level indicated firearm and ammunition procedures (58.1%) and saluting and compliments procedures (49.5%) to an extent. At operational level, the respondents indicated that advance driving procedure (52.4%) and tactical survival procedure (49.5%) were not being utilised at all. Overall, the procedures that were ranked low were defensive procedure, tactical survival procedure and advance driving procedure.

5.3.6 Services rendered by Municipal Police

The respondents were asked whether they were happy about the services rendered by the Municipal Police results as shown in the table 5.7 below:

Table 5.7: Levels of extent on services rendered by Municipal Police

Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q13g. Issuing of traffic fines	80.0% (44)	18.2% (10)	1.8% (1)	4.18	82.2% (88)	10.3% (11)	7.5% (8)	4.32
Q13e. Attending and observing of accidents	63.6% (35)	23.6% (13)	12.7% 7	3.78	72.6% (77)	14.2% (15)	13.2% (14)	3.96
Q13f. Attending public complaints	53.7% (29)	33.3% (18)	13.0% (7)	3.56	65.1% (69)	16.0% (17)	18.9% (20)	3.71
Q13h. Issuing of motor vehicle and driving licenses	70.9% (39)	21.8% (12)	7.3% (4)	3.89	57.5% (61)	18.9% (20)	23.6% (25)	3.55
Q13o. Management of road traffic	51.8% (29)	32.1% (18)	16.1% (9)	3.55	66.4% (71)	13.1% (14)	20.6% (22)	3.72
Q13n. Controlling of crowds	42.9% (24)	23.2% (13)	33.9% (19)	3.18	60.7% (65)	16.8% (18)	22.4% (24)	3.61
Q13i. Patrolling residential areas	43.6% (24)	27.3% (15)	29.1% (16)	3.24	47.2% (50)	22.6% (24)	30.2% (32)	3.26
Q13l. Arresting and detaining of suspects	28.6% (16)	50.0% (28)	21.4% (12)	3.16	42.1% (45)	27.1% (29)	30.8% (33)	3.15

Q13a. By-law enforcement	41.8% (23)	27.3% (15)	30.9% (17)	3.18	41.5% (44)	20.8% (22)	37.7% (40)	3.08
Q13c. Inspections of hawkers licenses	34.5% (19)	32.7% (18)	32.7% (18)	3.00	39.6% (42)	22.6% (24)	37.7% (40)	3.09
Q13b. By-law regulations on business	38.2% (21)	29.1% (16)	32.7% (18)	3.07	38.1% (40)	23.8% (25)	38.1% (40)	2.97
Q13m. Opening dockets	27.8% (15)	44.4% (24)	27.8% (15)	3.07	32.7% (35)	27.1% (29)	40.2% (43)	2.93
Q13j. Deployment of metro police to collect crime related information	23.6% (13)	29.1% (16)	47.3% (26)	2.62	39.3% (42)	16.8% (18)	43.9% (47)	2.96
Q13d. Management of business licenses	21.8% (12)	34.5% (19)	43.6% (24)	2.73	34.3% (36)	21.9% (23)	43.8% (46)	2.89
Q13k. Investigation of crime	16.7% (9)	20.4% (11)	63.0% (34)	2.26	21.0% (22)	17.1% (18)	61.9% (65)	2.25

Issuing of traffic fines: From 100% (n=164) of the respondents, 98% (n=54) of the supervisory respondents indicated that issuing of traffic fines was effective to some extent. However, only 1% (n=1) of the respondents aver that they rendered the service to a little extent. About 99% (n=93) of the operational respondents perceived that they rendered the service to some extent while 8% (n=8) indicated that they rendered service to a little extent.

Attending and observing of accidents: From 100% (n=164) of the respondents, 87% (n=48) of the supervisory respondents indicated that attending accidents was effective

to some extent. However, only 12.7% (n=7) of the respondents asserted that they rendered the service to a little extent. About 92% (n=87) of the operational respondents perceived that they rendered the service to some extent while 14% (n=13) indicated that they rendered the service to a little extent.

Attending public complaints: From 100% (n=164) of the respondents, 87% (n=47) of the supervisory respondents indicated that attending public complains was effective to some extent. However, only 13% (n=7) of the respondents asserted that the services were rendered to a little extent. About 86% (n=81) of the operational respondents perceived that they rendered service to some extent while 20% (n=19) indicated that they rendered service to a little extent.

Issuing of motor vehicle and driving licenses: From 100% (n=164) of the respondents, 93% (n=51) of the supervisory respondents indicated that rendering of this service was effective to some extent. However, only 7.3% (n=4) of the respondents asserted that they rendered service to a little extent. About 81% (n=76) of the operational respondents perceived that they rendered service to some extent while 25% (n=24) indicated that they rendered the service to a little extent.

Management of road traffic: From 100% (n=164) of the respondents, 84% (n=47) of the supervisory respondents indicated that rendering of road traffic management was effective to some extent. However, only 16% (n=9) of the respondents asserted that they rendered the service to a little extent. About 85% (n=80) of the operational respondents perceive that they rendered service to some extent while 22% (n=21) indicated that they rendered the service to a little extent.

Controlling of crowds: From 100% (n=164) of the respondents, 66% (n=37) of the supervisory respondents indicated that rendering of controlling crowds was effective to some extent. However, only 33.9% (n=19) of the respondents asserted that they rendered the service to a little extent. About 83% (n=78) of the operational respondents perceived that they rendered the service to some extent while 24% (n=22) indicated that they rendered service to a little extent.

Patrolling residential areas: From 100% (n=164) of the respondents, 71% (n=39) of the supervisory respondents indicated that rendering of patrolling residential areas was effective to some extent. It is only 29.1% (n=16) of the respondents accentuate that they rendered the service to a little extent. About 74% (n=70) of the operational respondents perceived that they rendered the service to some extent while 32% (n=30) indicated that they rendered service to a little extent.

Arresting and detaining of suspects: From 100% (n=164) of the respondents, 79% (n=44) of the supervisory respondents indicated that rendering of arresting and detaining of suspects was effective to some extent. However, only 21.4% (n=12) of the respondents accentuated that they rendered the service to a little extent. About 74% (n=69) of the operational respondents perceived that they rendered the service to some extent while 33% (n=31) indicated that they rendered the service to a little extent.

By-law enforcement: From 100% (n=164) of the respondents, 69% (n=38) of the supervisory respondents indicated that rendering of by-law enforcement was effective to some extent. However, only 31% (n=17) of the respondents accentuated that they rendered the service to a little extent. About 66% (n=62) of the operational respondents perceived that they rendered the service to some extent while 40% (n=38) indicated that they rendered service were effective to a little extent.

Inspection of hawkers licenses: From 100% (n=164) of the respondents, 67% (n=37) of the supervisory respondents indicated that rendering of inspection was effective to some extent. However, only 33% (n=18) of the respondents accentuated that they rendered the service to a little extent. About 66% (n=62) of the operational respondents perceived that thy rendered the service to some extent while 40% (n=38) indicated that the service were effective to a little extent.

By-law regulations on business: From 100% (n=164) of the respondents, 67% (n=37) of the supervisory respondents indicated that rendering of by-law regulations was effective to some extent. On the contrary, only 32.7% (n=18) of the respondents asserted that they rendered the service to a little extent. About 65% (n=62) of the operational

respondents perceived that they rendered the service to some extent while 40% (n=38) indicated that they rendered service to a little extent.

Opening dockets: From 100% (n=164) of the respondents, 72% (n=39) of the supervisory respondents indicated that rendering of opening of dockets was effective to some extent. On the contrary, only 27.8% (n=15) of the respondents asserted that they rendered the service to a little extent. About 64% (n=60) of the operational respondents perceived that they rendered service to some extent while 43% (n=40) indicated that they rendered service to a little extent.

Deployment of metro police to collect crime related information: From 100% (n=164) of the respondents, 29 (53%) of the supervisory respondents indicated, that rendering of deployment of metro police to collect crime information was effective to some extent. On the contrary, only 47.3% (n=26) of the respondents asserted that they rendered the service to a little extent. About 56 (60%) of the operational respondents perceived that they rendered the service to some extent while 47% (n=44) indicated that they rendered the service to a little extent.

Management of business licenses: From 100% (n=164) of the respondents, 56% (n=31) of the supervisory respondents indicated that rendering of management of business was effective to some extent. On the contrary, only 43.6% (n=24) of the respondents asserted that they rendered the service to a little extent. About 59% (n=56) of the operational respondents perceived that they rendered the service to some extent while 46% (n=44) indicated that they rendered service to a little extent.

Investigation of crime: From 100% (n=164) of the respondents, 37% (n=20) of the supervisory respondents indicated that rendering of investigation was effective to some extent. However, only 63% (n=34) of the respondents asserted that they rendered the service to a little extent. About 40% (n=38) of the operational respondents perceived that they rendered the service to some extent while 65% (n=62) indicated that they rendered the service to a little extent.

5.3.6.1 Comparison between supervisory and operational levels on services rendered by municipal police

Those at supervisory level indicated that there were happy to a large extent with the services rendered by the municipality which are issuing of traffic fines (80%), issuing of motor vehicle and driving licenses (70.9%), attending and observing of accidents (63.6%), attending public complaints (53.7%) and management of road traffic (51.8%).

However, at the supervisory level, they indicated that the municipality is not rendering the service on investigation of crime (63.0%). Those at operational level indicated the services; issuing of traffic fines (82.2%); attending and observing of accidents (72.6%); management of road traffic (66.4%); attending public complaints (65.1%); controlling of crowds (60.7%), and issuing of motor vehicle and driving licenses (57.5%). At the operational level, they indicated that the municipality was not rendering investigation of crime (61.9%).

When both groups are combined, the services being rendered by municipal police to a large extent are as follows:

- Issuing of traffic fines (81.5%).
- Attending and observing of accidents (69.5%).
- Attending public complaints (61.2%).
- Issuing of motor vehicle and driving licenses (62.2%).
- Management of road traffic (61.3%).
- Controlling of crowds (54.6%).

Thus, the municipality police are mainly involved in issues involving transportation and the traffic violations. On the contrary, both groups indicated that the municipal police do not render the issue on the investigation of crimes (63.3%).

5.3.7 Challenges preventing performance of duties

The major challenges that are preventing the police in performing their duties are political inference and influence, lack of resources, progression and filling of posts, and fair recruitment and selection process on new recruits as evidenced in table 5.8 below:

Table 5.8: Levels of extent on challenges preventing performance of duties

Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q14h. Political interference and influence	78.2% (43)	9.1% (5)	12.7% (7)	4.16	66.0% (70)	14.2% (15)	19.8% (21)	3.84
Q14b. Lack of resources	80.4% (45)	12.5% (7)	7.1% (4)	4.32	61.3% (65)	11.3% (12)	27.4% (29)	3.60
Q14m. Progression and filling of posts	71.4% (40)	19.6% (11)	8.9% (5)	4.13	54.8% (57)	18.3% (19)	26.9% (28)	3.52
Q14f. Fair recruitment and selection process on new recruits	73.2% (41)	16.1% (9)	10.7% (6)	4.07	54.7% (58)	16.0% (17)	29.2% (31)	3.49
Q14c. Control and management of municipal police	69.1% (38)	20.0% (11)	10.9% (6)	4.04	50.0% (53)	21.7% (23)	28.3% (30)	3.35
Q14k. Lack of signed operational policies	55.6% (30)	29.6% (16)	14.8% (8)	3.63	53.9% (55)	22.5% (23)	23.5% (24)	3.49
Q14l. Investigation role of metro police on serious crimes	69.6% (39)	19.6% (11)	10.7% (6)	3.96	48.1% (50)	22.1% (23)	29.8% (31)	3.29

Q14a. Legislations limitations on powers and function of municipal police	58.9% (33)	26.8% (15)	14.3% (8)	3.80	50.0% (53)	28.3% (30)	21.7% (23)	3.36
Q14g. Duplication of functions	62.5% (35)	25.0% (14)	12.5% (7)	3.82	46.2% (49)	24.5% (26)	29.2% (31)	3.31
Q14e. In-service training	67.3% (37)	18.2% (10)	14.5% (8)	3.85	44.3% (47)	30.2% (32)	25.5% (27)	3.26
Q14d. Unnecessary Skills development on municipal police	64.3% (36)	21.4% (12)	14.3% (8)	3.79	49.5% (52)	21.0% (22)	29.5% (31)	3.29
Q14j. Curriculum at the police college	54.5% (30)	34.5% (19)	10.9% (6)	3.67	32.7% (34)	31.7% (33)	35.6% (37)	2.93
Q14i. Period of training	51.8% (29)	30.4% (17)	17.9% (10)	3.59	33.0% (35)	32.1% (34)	34.9% (37)	2.95

Political interference and influence: From 100% (n=164) of the respondents 87% (n=48) of the supervisory respondents indicated that political interference and influence were preventing performance of duty to an extent. However, only 12.7% (n=7) of the respondents underscored that they were preventing performance to a little extent. About 85% (n=80) of the operational respondents perceived that they were preventing performance to extent while 21% (n=20) indicated that they were preventing performance to a little extent.

Lack of resources: From 100% (n=164) of the respondents, 93% (n=52) of the supervisory respondents indicated that lack of resources prevented performance of duty to extent. However, only 7.1% (n=4) of the respondents asserted that they preventing performance of duty to a little extent. About 77% (n=73) of the operational respondents perceived that they were preventing performance to extent while 29% (n=27) indicated that they prevent performance to a little extent.

Progression and filing of posts: From 100% (n=164) of the respondents, 91% (n=51) of the supervisory respondents indicated that political interference and influence were preventing performance of duty to extent. On the contrary, only 8.9% (n=5) of the respondents asserted that they were preventive to a little extent. About 76% (n=73) of the operational respondents perceived that they were preventing to extent while 28% (n=27) indicated that they were preventive to a little extent.

Fair recruitment and selecting process on new recruits: From 100% (n=164) of the respondents, 89% (n=50) of the supervisory respondents indicated that fair recruitment and selecting process on news were preventing performance of duty to extent. However, only 10.7% (n=6) of the respondents asserted that they were preventive to a little extent. About 75% (n=71) of the operational respondents were with the opinion that they were preventing to extent, while 31% (n=29) indicated that they were preventive to a little extent.

Control and management of municipal police: From 100% (n=164) of the respondents, 89% (n=49) of the supervisory respondents indicated that control and management of municipal police on news were preventing performance of duty to extent. However, only 10.9% (n=6) of the respondents posited that they were preventive to a little extent. About 76% (n=72) of the operational respondents perceived that they were preventive to extent while 30% (n=28) indicated that they were preventive to a little extent.

Lack of signed operational plan: From 100% (n=164) of the respondents, 85% (n=46) of the supervisory respondents indicated that lack of signed operational plan on news were preventing performance of duty to extent. However, only 14% (n=8) of the respondents highlighted that they were preventive to a little extent. About 78% (n=76) of

the operational respondents perceived that they were preventive to extent while 24% (n=23) indicated that they were preventive to a little extent.

Investigation role of metro police on serious crime: From 100% (n=164) of the respondents, 89% (n=50) of the supervisory respondents indicated that they were preventing performance of duty to an extent. Nevertheless, only 10.7% (n=6) of the respondents highlighted that they were preventive to a little extent. About 73% (n=70) of the operational respondents perceived that they were preventive to extent while 31% (n=9) indicated that they were preventive to a little extent.

Legislations limitations on powers and functions of municipal police: From 100% (n=164) of the respondents, 86% (n=48) of the supervisory respondents indicated that this challenge were preventive in performing this duty to an extent. However, only 14.3% (n=8) of the respondents highlighted that they were preventive to a little extent. About 83% (n=48) of the operational respondents perceived that they were preventive to an extent while 23% (n=22) indicated that they were preventive to a little extent.

Duplication of functions: From 100% (n=164) of the respondents, 88% (n=49) of the supervisory respondents indicated that duplication of functions were preventive in performing this duty to an extent. However, only 12.5% (n=7) of the respondents highlighted that they were preventive to a little extent. About 75% (n=71) of the operational respondents perceived that they were preventive to an extent while 31% (n=30) indicated that they were preventive to a little extent.

In-service training: From 100% (n=164) of the respondents, 86% (n=7) of the supervisory respondents indicated that in-service training were preventive in performing this duty to an extent. However, only 14.5% (n=8) of the respondents highlighted that they were preventive to a little extent. About 79% (n=75) of the operational respondents perceived that they were preventive to an extent while 27% (n=26) indicated that they were preventive to a little extent.

Unnecessary skills development on municipal: From 100% (n=164) of the respondents, 86% (n=48) of the supervisory respondents indicated that they were

preventive in performing this duty to an extent. However, only 14.3% (n=8) of the respondents highlighted that they were preventive to a little extent. About 74% (n= 71) of the operational respondents perceived that they were preventive to an extent while 31% (n=30) indicated that they were preventive to a little extent.

Curriculum at the police college: From 100% (n=164) of the respondents 89% (n=49) of the supervisory respondents indicated that curriculum were preventive to an extent. However, only 10.9 % (n=6) of the respondents posited that they were preventive to a little extent. About 67% (n=64) of the operational respondents perceived that they were preventive to an extent while 37% (n=36) indicated that they were preventive to a little extent.

Period of training: From 100% (n=164) of the respondents, 82% (n=46) of the supervisory respondents indicated that period of training were preventive to an extent. However, only 17.9% (n=10) of the respondents highlighted that they were preventive to a little extent. About 69% (n=65) of the operational respondents perceived that they were preventive to an extent while 37% (n=35) indicated that they were preventive to a little extent.

5.3.7.1 Comparison between supervisory and operational levels on services rendered by municipal police

For the whole sample, which is supervisory and operational level, the challenges that were affecting the municipal police to a large extent are as follows:

- Political interference and influence (70.2%).
- Lack of resources (67.9%).
- Progression and filling of posts (60.7%).
- Fair recruitment and selection process on new recruits (61.1%).
- Control and management of municipal police (56.6%).
- Lack of signed operational policies (54.5%).
- Investigation role of metro police on serious crimes (55.7%).
- Legislations limitations on powers and function of municipal police (53.1%).
- Duplication of functions (51.8%).

- In-service training (52.2%).
- Unnecessary Skills development on municipal police (54.7%).

On the contrary, the aspects affecting the police to some extent are curriculum at the Police College and period of training. About 95.3% at supervisory level indicated that the challenges negatively affected metro police officers during the execution of their crime prevention duties while 80.9% at operational level also agreed as shown in figure 5.1:

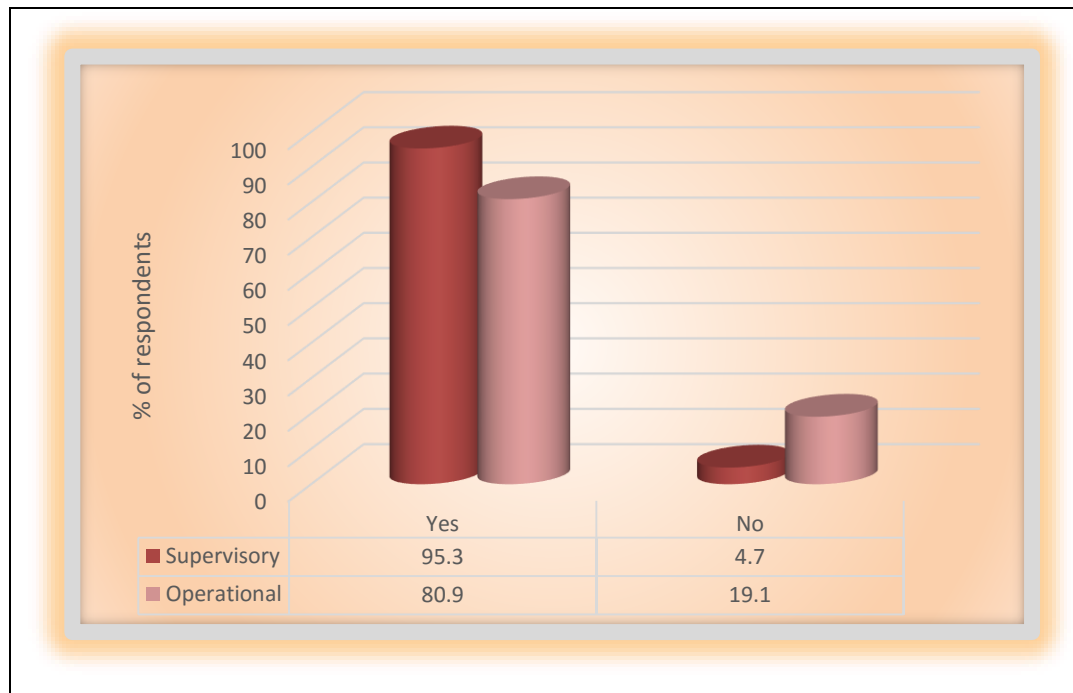


Figure 5.1: Bar chart showing the proportion of respondents indicating whether challenges negatively affect Metro police officers during execution of their crime prevention duties

Overall, about 85.4% (n=117) indicated that the challenges were affecting the TMPD during the execution of their crime prevention duties while 14.6% (n=20) disagreed.

5.3.8 Solutions to address challenges

The respondents were asked to indicate the solutions that they should put forward to address the challenges. All the solutions found to address the challenges as the means were all close to four (4) indicating that they might solve the problems to large extent as shown in the table 5.9:

Table 5.9: Levels of extent on solutions to address challenges

Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q16d. Necessary Skills development on crime prevention methods and approach	83.9% (47)	10.7% (6)	5.4% (3)	4.32	73.8% (79)	14.0% (15)	12.1% (13)	4.07
Q16b. Provision of necessary resources	78.6% (44)	12.5% (7)	8.9% (5)	4.29	71.3% (77)	12.0% (13)	16.7% (18)	4.01
Q16j. New curriculum on teaching and training at the police college	80.4% (45)	8.9% (5)	10.7% (6)	4.23	68.5% (74)	16.7% (18)	14.8% (16)	3.95
Q16f. Transparent and fair recruitment and selection on the new municipal police officers	81.8% (45)	10.9% (6)	7.3% (4)	4.22	69.2% (74)	14.0% (15)	16.8% (18)	3.94
Q16e. In- service training on investigation of crimes	82.1% (46)	12.5% (7)	5.4% (3)	4.27	67.6% (73)	14.8% (16)	17.6% (19)	3..84

Q16m. Clear policies on progression and filling of critical posts	80.0% (44)	10.9% (6)	9.1% (5)	4.25	68.5% (74)	13.9% (15)	17.6% (19)	3.86
Q16g. Clear separation and delegation of functions between SAPS and Municipal police	76.8% (43)	14.3% (8)	8.9% (5)	4.14	67.6% (73)	12.0% (13)	20.4% (22)	3.89
Q16c. Control and management of municipal police by national police	65.5% (36)	25.5% (14)	9.1% (5)	3.95	69.8% (74)	15.1% (16)	15.1% (16)	3.97
Q16h. Clear regulations on defiance of political interference and influence on operational matters	78.6% (44)	12.5% (7)	8.9% (5)	4.18	62.6% (67)	18.7% (20)	18.7% (20)	3.79
Q16k. Signed operational policies and procedures on the role of metro police officers	72.7% (40)	20.0% (11)	7.3% (4)	4.09	63.0% (68)	18.5% (20)	18.5% (20)	3.81

Q16a. Amendments of legislations on powers and functions of municipal police	69.1% (38)	18.2% (10)	12.7% (7)	4.05	57.9% (62)	26.2% (28)	15.9% (17)	3.71
Q16i. One-year period of training as specified by SAPS Act required	69.6% (39)	17.9% (10)	12.5% (7)	3.93	61.1% (66)	13.9% (15)	25.0% (27)	3.69
Q16l. Regulations enabling municipal police to investigate all crimes	64.8% (35)	24.1% (13)	11.1% (6)	3.91	63.0% (68)	17.6% (19)	19.4% (21)	3.70

Necessary skills development on crime prevention methods and approach: From 100% (n=164) of the respondents, 95% (n=53) of the supervisory respondents indicated that this solution will address the challenges to an extent. Nevertheless, only 5.4% (n=3) of the respondents asserted that the solution will address the challenge to a little extent. About 94% (n=88) of the operational respondents perceived that the solution will address challenge to an extent while 13% (n=12) indicated that the solution will address the challenge to a little extent.

Provision of necessary resources: From 100% (n=164) of the respondents, 91% (n=51) of the supervisory respondents indicated that provision of necessary resources will address the challenges to an extent. Nevertheless, only 8.9% (n=5) of the respondents asserted that the solution will address the challenge to a little extent. About 90% (n=83) of the operational respondents perceived that this solution will address challenge to an extent while 18% (n=17) indicated that the solution will address the challenge to a little extent.

New curriculum on teaching and training at the police college: From 100% (n=164) of the respondents, 89% (n=50) of the supervisory respondents indicated that new curriculum on teaching and training will address the challenges to an extent. However, only 10.7% (n=6) of the respondents asserted that the solution will address the challenge to a little extent. About 92% (n=85) of the operational respondents opined that the solution will address challenge to an extent while 16% (n=15) indicated that the solution will address the challenge to a little extent.

Transparent and fair recruitment and selection on new municipal police officers: From 100% (n=164) of the respondents, 93% (n=51) of the supervisory respondents indicated that the solution will address the challenges to an extent. Nevertheless, only 7.3% (n=4) of the respondents asserted that the solution will address the challenge to a little extent. About 89% (n=83) of the operational respondents opined that the solution can address challenge to an extent while 18% (n=17) indicated that the solution can address the challenge to a little extent.

In-service training on investigation of crime: From 100% (n=164) of the respondents, 93% (n=51) of the supervisory respondents indicated that the in-service training on investigation of crime will address the challenges to an extent. Nevertheless, it is only 7.3% (n=4) of the respondents asserted that the solution will address the challenge to a little extent. About 89% (n=83) of the operational respondents opined that the solution will address challenge to an extent while 18% (n=17) indicated that the solution will address the challenge to a little extent.

Clear policies on progression and filling of critical posts: From 100% (n=164) of the respondents, 91% (n=50) of the supervisory respondents indicated that clear policies on progression will address the challenges to an extent. Nevertheless, only 9.1% (n=5) of the respondents asserted that the solution will address the challenge to a little extent. About 89% (n=82) of the operational respondents opined that the solution will address the challenge to an extent while 19% (n=18) indicated that the solution will address the challenge to a little extent.

Clear separation and delegation of functions between SAPS and municipal police:

From 100% (n=164) of the respondents, 91% (n=51) of the supervisory respondents indicated that the solution will address the challenges to an extent. In contrast, only 8.9% (n=5) of the respondents asserted that the solution will address the challenge to a little extent. About 86% (n=80) of the operational respondents opine that the solution can address challenge to an extent while 22% (n=20) indicated that the solution will address the challenge to a little extent.

Control and management of metro police by national police: From 100% (n=164) of the respondents, 91% (n=90) of the supervisory respondents indicated that the solution will address the challenges to an extent. In contrast, only 9.1% (n=5) of the respondents asserted that the solution will address the challenge to a little extent. About 90% (n=85) of the operational respondents opined that the solution will address challenge to an extent while 16% (n=15) indicated that the solution will address the challenge to a little extent.

Clear regulations on defiance of political interference and influence on operational matters: From 100% (n=164) of the respondents, 51% (n=91) of the supervisory respondents indicated that the solution will address the challenges to an extent. Nevertheless, it is only 8.9% (n=5) of the respondents asserted that the solution will address the challenge to a little extent. About 18% (n=8) of the operational respondents opined that the solution will address challenge to an extent while 20% (n=19) indicated that the solution will address the challenge to a little extent.

Signed operational policies and procedures on the role of metro police officers:

From 100% (n=164) of the respondents, 93% (n=51) of the supervisory respondents indicated that the solution will address the challenges to an extent. However, only 7.3% (n=4) of the respondents asserted that the solution will address the challenge to a little extent. About 88% (n=82) of the operational respondents perceived that the solution will address challenge to an extent while 20% (n=19) indicated that the solution will address the challenge to a little extent.

Amendment of legislations on powers and functions of municipal police: From 100% (n=164) of the respondents, 87% (n=48) of the supervisory respondents indicated that the solution will address the challenges to an extent. In contrast, only 12.7% (n=7) of the respondents asserted that the solution will address the challenge to a little extent. About 90% (n=84) of the operational respondents perceived that the solution will address challenge to an extent while 17% (n=16) indicated that the solution will address the challenge to a little extent.

One-year period of training as specified by SAPS Act required from 100% (n=164) of the respondents, 88% (n=49) of the supervisory respondents indicated that the solution will address the challenges to an extent. However, only 12.7% (n=7) of the respondents underscored that the solution will address the challenge to a little extent. About 81% (n=75) of the operational respondents perceived that the solution will address challenge to an extent while 27% (n=25) indicated that the solution will address the challenge to a little extent.

Regulations enabling municipal police to investigate all crimes: From 100% (n=164) of the respondents, 89% (n=48) of the supervisory respondents indicated that the solution will address the challenges to an extent. However, only 11.1% (n=6) of the respondents underscored that the solution will address the challenge to a little extent. About 87% (n=81) of the operational respondents perceived that the solution will address challenge to an extent while 21% (n=19) indicated that the solution will address the challenge to a little extent.

5.3.8.1 Comparison between supervisory and operational levels on solutions to address the challenges

Overall, both groups or levels indicated the top most solutions as necessary skills development on crime prevention methods and approach, provision of necessary resources, new curriculum on teaching and training at the police college, transparent and fair recruitment and selection on the new municipal police officers and in-training on investigation of crimes. About 85.1% at supervisory level indicated that the solutions were adequate to address the problem challenges while 88.7% who believed that these solutions could address the challenge were at operational level shown in figure 5.2:

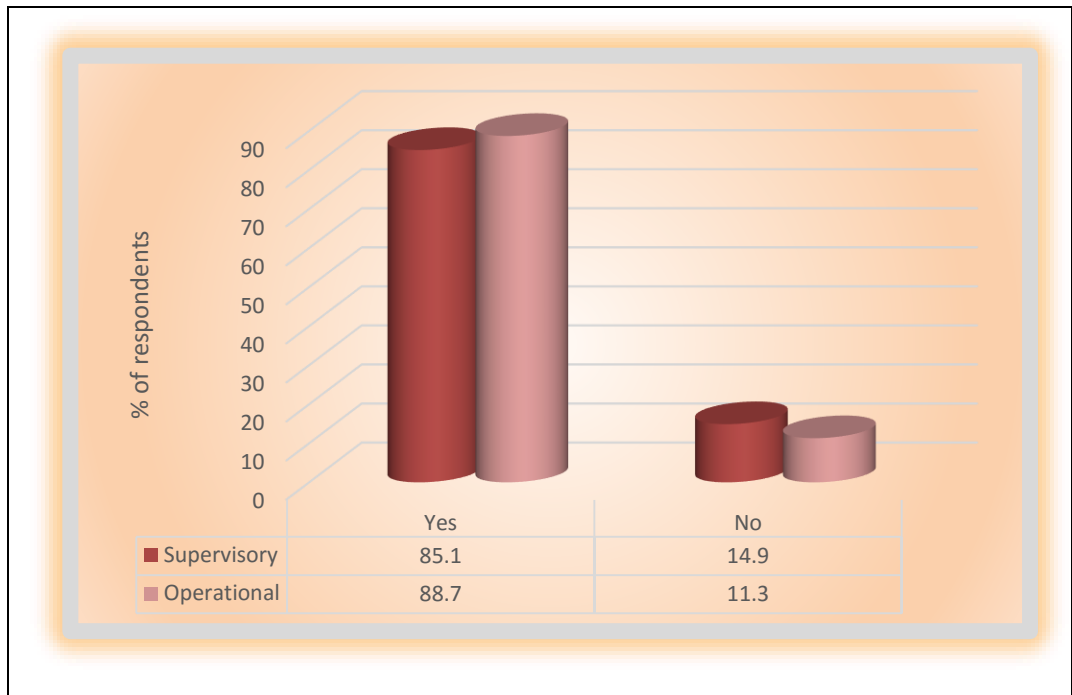


Figure 5.2: Bar chart showing the proportion of respondents indicating whether the solutions were adequate to address challenges

When the two samples were combined, about 87.5% (n=126) indicated that the solutions were adequate to address the problem while 12.5% (n=18) were in disagreement. Evidently, it can be noted that the respondents agreed that the solutions could address their problems.

5.3.9 Impact of challenges

The respondents indicated the impact these challenges will have on the TMPD as shown in the table 5.10 below:

Table 5.10: Levels of extent on impact of challenges								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q18c. Lack of policing unrest and strikes	75.0% (42)	17.9% (10)	7.1% (4)	4.25	75.7% (81)	13.1% (14)	11.2% (12)	4.00

within the community								
Q18f. No confidence on police services	78.6% (44)	12.5% (7)	8.9% (5)	4.11	68.6% (72)	22.9% (24)	8.6% (9)	4.06
Q18b. Lack of patrols on residential areas	81.8% (45)	9.1% (5)	9.1% (5)	4.16	71.0% (76)	15.9% (17)	13.1% (14)	3.99
Q18a. No safety services to the community	71.4% (40)	17.9% (10)	10.7% (6)	4.07	72.0% (77)	15.0% (16)	13.1% (14)	3.95
Q18e. Late attendance on complains	78.2% (43)	14.5% (8)	7.3% (4)	4.18	65.1% (69)	20.8% (22)	14.2% (15)	3.90
Q18d. Confidence from the community and business people	76.8% (43)	14.3% (8)	8.9% (5)	4.13	65.4% (70)	20.6% (22)	14.0% (15)	3.82
Q18h. Contact details of metro police control centre	73.2% (41)	12.5% (7)	14.3% (8)	4.00	63.9% (69)	18.5% (20)	17.6% (19)	3.79
Q18g. No go area within the community	71.4% (40)	14.3% (8)	14.3% (8)	3.96	61.1% (66)	23.1% (25)	15.7% (17)	3.70

Lack of policing unrest and strikes within the community: From 100% (n=164) of the respondents, 93% (n=52) of the supervisory respondents opined that the challenge is affecting to an extent. However, only 7.1% (n=4) of the respondents asserted that the

challenge impacting to a little extent. About 95% (n=89) of the operational respondents perceived that the challenge affecting to an extent while 12% (n=11) indicated that the challenge affecting to a little extent.

No confidence on police service: From 100% (n=164) of the respondents, 91% (n=51) of the supervisory respondents argued that the challenge is affecting to an extent. However, only 8.9% (n=5) of the respondents asserted that the challenge affecting to a little extent. About 96% (n=92) of the operational respondents perceived that the challenge affecting to an extent while 9% (n=9) indicated that the challenge impacting to a little extent.

Lack of patrols on residential areas: From 100% (n=164) of the respondents, 91% (n=50) of the supervisory respondents argued that the challenge is affecting to an extent. However, only 9.1% (n=5) of the respondents asserted that the challenge affecting to a little extent. About 93% (n=87) of the operational respondents perceived that the challenge affecting to an extent while 14% (n=13) indicated that the challenge affecting to a little extent.

No safety services to the community: From 100% (n=164) of the respondents, 89% (n=50) of the supervisory respondents argued that the challenge is affecting to an extent. However, only 10.7% (n=6) of the respondents asserted that the challenge affecting to a little extent. About 93% (n=87) of the operational respondents perceived that the challenge affecting to an extent while 14% (n=13) indicated that the challenge impacting to a little extent.

Late attendance on complains: From 100% (n=164) of the respondents, 93% (n=51) of the supervisory respondents perceived that the challenge is affecting to an extent. However, only 7.3% (n=4) of the respondents highlighted that the challenge affecting to a little extent. About 91% (n=86) of the operational respondents perceived that the challenge affecting to an extent while 15% (n=14) indicated that the challenge affecting to a little extent.

Confidence from the community and business people: From 100% (n=164) of the respondents, 91% (n=51) of the supervisory respondents highlighted that the challenge is impacting to an extent. However, only 8.9 % (n=5) of the respondents asserted that the challenge impacting to a little extent. About 92% (n=86) of the operational respondents opined that the challenge affecting to an extent while 15% (n=14) indicated that the challenge impacting to a little extent.

Contact details of metro police control centre: From 100% (n=164) of the respondents, 86% (n=8) of the supervisory respondents opined that the challenge is affecting to an extent. However, only 14% (n=8) of the respondents asserted that the challenge affecting to a little extent. About 89% (n=82) of the operational respondents opined that the challenge affecting to an extent while 19% (n=18) indicated that the challenge affecting to a little extent.

No go area within the community: From 100% (n=164) of the respondents, 86% (n=48) of the supervisory respondents opined that the challenge is affecting to an extent. However, only 14.3% (n=8) of the respondents stated that the challenge affecting to a little extent. About 91% (n=84) of the operational respondents perceived that the challenge affecting to an extent while 17% (n=16) indicated that the challenge affecting to a little extent.

5.3.9.1 Comparison between supervisory and operational levels on impact of challenges

All the supervisory and operational respondents indicated that the effect would occur at a large extent with more emphasis coming from those at supervisory role. It can be noted that the respondents feel that not addressing challenges will result in community unrest, lack of patrols and people will not have confidence in the police.

5.3.10 Crime prevention training

The respondents were asked to indicate the training that has been conducted. This was done on a five point Likert scale where 1 indicated every month, 2 represented 2 – 3 months, 3 represented 4 – 6 months, 4 represented 6 – 12 months, and 5 represented over a year the level of occurrence are shown in the table 5.11 below:

Table 5.11: Levels of extent on crime prevention training

Statement	Supervisory Level				Operational level			
	More than 6 months	4 – 6 months	Within 3 months	Mean	More than 6 months	4 – 6 months	Within 3 months	Mean
Q19u. Anti - corruption course	78.8% (41)	7.7% (4)	13.5% (7)	4.21	68.0% (70)	12.6% (13)	19.4% (20)	4.02
Q19j. Tactical respond training	75.0% (39)	15.4% (8)	9.6% (5)	4.19	71.6% (73)	10.8% (11)	17.6% (18)	4.03
Q19l. Policing course	76.5% (39)	7.8% (4)	15.7% (8)	4.10	71.6% (73)	13.7% (14)	14.7% (15)	4.11
Q19o. Dangerous Weapons training	76.9% (40)	15.4% (8)	7.7% (4)	4.23	69.9% (72)	10.7% (11)	19.4% (20)	4.05
Q19k. Dockets training	72.5% (37)	13.7% (7)	13.7% (7)	4.08	72.5% (74)	14.7% (15)	12.7% (13)	4.14
Q19p. Radio Procedure training	78.0% (39)	14.0% (7)	8.0% (4)	4.24	68.9% (71)	14.6% (15)	16.5% (17)	4.08
Q19t. Training on attacks on police officers	84.6% (44)	9.6% (5)	5.8% (3)	4.31	70.6% (72)	10.8% (11)	18.6% (19)	4.05

Q19m. Road traffic control training	74.5% (38)	15.7% (8)	9.8% (5)	4.22	72.8% (75)	12.6% (13)	14.6% (15)	4.17
Q19e. Bylaws regulations training	73.6% (39)	15.1% (8)	11.3% (6)	4.21	74.7% (74)	10.1% (10)	15.2% (15)	4.17
Q19n. Stop and approach training	78.8% (41)	11.5% (6)	9.6% (5)	4.27	71.3% (72)	13.9% (14)	14.9% (15)	4.16
Q19q. Point duty training	68.6% (35)	25.5% (13)	5.9% (3)	4.20	74.8% (77)	12.6% (13)	12.6% (13)	4.22
Q19h. Tactical defence training	82.7% (43)	9.6% (5)	7.7% (4)	4.37	71.3% (72)	14.9% (15)	13.9% (14)	4.13
Q19f. Supervisory course	88.7% (47)	7.5% (4)	3.8% (2)	4.53	66.7% (68)	17.6% (18)	15.7% (16)	4.04
Q19s. National road traffic regulation training	82.4% (42)	11.8% (6)	5.9% (3)	4.29	73.8% (76)	11.7% (12)	14.6% (15)	4.18
Q19r. AARTO courses	84.0% (42)	12.0% (6)	5.9% (3)	4.42	70.9% (73)	14.6% (15)	14.6% (15)	4.13
Q19a. Advance	81.1% (43)	11.3% (6)	7.5% (4)	4.42	72.5% (74)	10.8% (11)	16.7% (17)	4.12

motor vehicle training								
Q19i. Point duty training	66.7% (34)	19.6% (10)	13.7% (7)	4.08	75.7% (78)	14.6% (15)	9.7% (10)	4.30
Q19c. Crowd control training	81.1% (43)	15.1% (8)	3.8% (2)	4.34	79.6% (82)	10.7% (11)	9.7% (10)	4.25
Q19b. Crime prevention training	86.8% (46)	7.5% (4)	5.7% (3)	4.40	79.2% (80)	9.9% (10)	10.9% (11)	4.24
Q19d. Firearm training	83.3% (45)	7.4% (4)	9.3% (5)	4.35	85.0% (91)	5.6% (6)	9.3% (10)	4.35
Q19g. Pepper spray course	82.7% (43)	13.5% (7)	3.8% (2)	4.46	78.4% (80)	9.8% (10)	11.8% (12)	4.32

Anti-corruption courses: From 100% (n=164) of the respondents, 86.5% (n=45) of the supervisory respondents indicated that they conducted anti-corruption training for 6 months and more. Nevertheless, only 13.5% (n=7) of the respondents that asserted that they conducted training within 3 months. About 83% (n=81) of the operational respondents perceived that they conducted training for 6 months and more while 20% (n=19) indicated that they conducted training within 3 months.

Tactical respond training: From 100% (n=164) of the respondents, 90% (n=47) of the supervisory respondents indicated that they conducted anti-corruption training for 6 months and more. Nevertheless, only 9.6% (n=5) of the respondents that asserted that they conducted training within 3 months. About 83% (n=81) of the operational

respondents opined that they conducted training for 6 months and more while 18% (n=18) indicated that they conducted training within 3 months.

Policing course: From 100% (n=164) of the respondents, 84.3% (n=43) of the supervisory respondents indicated that they conducted policing course for 6 months and more. Nevertheless, only 15.7% (n=8) of the respondents that asserted that they conducted training within 3 months. About 87% (n=85) of the operational respondents perceived that they conducted training for 6 months and more while 15% (n=15) indicated that they conducted training within 3 months.

Dangerous weapons training: From 100% (n=164) of the respondents, 92.3% (n=48) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 7.7% (n=4) of the respondents that highlighted that they conducted training within 3 months. About 83% (n=81) of the operational respondents perceived that they conducted training for 6 months and more while 20% (n=19) indicated that they conducted training within 3 months.

Dockets training: From 100% (n=164) of the respondents, 86.2% (n=44) of the supervisory respondents indicated that they conducted training for 6 months and more. Nevertheless, only 13.7% (n=7) of the respondents that asserted that they conducted training within 3 months. About 89% (n=87) of the operational respondents perceived that they conducted training for 6 months and more while 13% (n=13) indicated that they conducted training within 3 months.

Radio procedure training: From 100% (n=164) of the respondents, 92% (n=46) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 8.0% (n=4) of the respondents that highlighted that they conducted training within 3 months. About 86% (n=84) of the operational respondents perceived that they conducted training for 6 months and more while 17% (n=17) indicated that they conducted training within 3 months.

Training on attacks on police officers: From 100% (n=164) of the respondents, 94.6% (n=49) of the supervisory respondents indicated that they conducted training for 6

months and more. However, only 5.8% (n=3) of the respondents that asserted that they conducted training within 3 months. About 83% (n=81) of the operational respondents perceived that they conducted training for 6 months and more while 19% (n=19) indicated that they conducted training within 3 months.

Road traffic control training: From 100% (n=164) of the respondents, 90.2% (n=46) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 9.8% (n=5) of the respondents that asserted that they conducted training within 3 months. About 88% (n=85) of the operational respondents perceived that they conducted training for 6 months and more while 15% (n=15) indicated that they conducted training within 3 months.

By-laws regulations training: From 100% (n=164) of the respondents 88.7% (n=47) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 11.3% (n=6) of the respondents that asserted that they conducted training within 3 months. About 84.7% (n=84) of the operational respondents perceived that they conducted training for 6 months and more while 15.2% (n=15) indicated that they conducted training within 3 months.

Stop and search approach training: From 100% (n=164) of the respondents, 90.3% (n=47) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 9.6% (n=5) of the respondents that asserted that they conducted training within 3 months. About 86% (n=85) of the operational respondents perceived that they conducted training for 6 months and more while 15% (n=15) indicated that they conducted training within 3 months.

Point duty training: From 100% (n=164) of the respondents, 94.1% (n=48) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 5.9% (n=3) of the respondents that asserted that they conducted training within 3 months. About 90% (n=87) of the operational respondents perceived that they conducted training for 6 months and more while 13% (n=13) indicated that they conducted training within 3 months.

Tactical defence training: From 100% (n=164) of the respondents, 92.3% (n=48) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 7.7% (n=4) of the respondents that highlighted that they conducted training within 3 months. About 87% (n=86) of the operational respondents perceived that they conducted training for 6 months and more while 14% (n=14) indicated that they conducted training within 3 months.

Supervisory course: From 100% (n=164) of the respondents, 96.2% (n=51) of the supervisory respondents indicated that they conducted training to an extent. However, only 3.8% (n=2) of the respondents highlighted that they conducted training within 3 months. About 86% (n=83) of the operational respondents highlighted that they conducted training for 6 months and more while 16% (n=16) indicated that they conducted training within 3 months.

National road traffic regulation training: From 100% (n=164) of the respondents, 94.2% (n=48) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 5.9% (n=3) of the respondents that highlighted that they conducted training within 3 months. About 88% (n=86) of the operational respondents perceived that they conducted training for 6 months and more while 15% (n=15) indicated that they conducted training within 3 months.

AARTO courses: From 100% (n=164) of the respondents, 96% (n=48) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 5.9% (n=3) of the respondents that asserted that they conducted training within 3 months. About 85% (n=83) of the operational respondents perceived that they conducted training for 6 months and more while 17% (n=17) indicated that they conducted training within 3 months.

Point duty courses: From 100% (n=164) of the respondents, 86.3% (n=44) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 13.7% (n=7) of the respondents that highlighted that they conducted training within 3 months. About 93% (n=90) of the operational respondents perceived

that they conducted training for 6 months and more while 10% (n=10) indicated that they conducted training within 3 months.

Crowd control training: From 100% (n=164) of the respondents, 96.2% (n=51) of the supervisory respondents indicated that they conducted training for 6 months and more. However, only 3.8% (n=2) of the respondents that asserted that they conducted training within 3 months. About 93% (n=90) of the operational respondents opined that they conducted training for 6 months and more while 10% (n=10) indicated that they conducted training within 3 months.

Crime prevention training: From 100% (n=164) of the respondents, 94.3% (n=50) of the supervisory respondents indicated that they conducted training for 6 months and more. On the contrary, only 5.7% (n=3) of the respondents highlighted that they conducted training within 3 months. About 90% (n=89) of the operational respondents perceived that they conducted training for 6 months and more while 10.9% (n=11) indicated that they conducted training within 3 months.

Firearm training: From 100% (n=164) of the respondents, 90.7% (n=49) of the supervisory respondents indicated that they conducted training for 6 months and more. On the contrary, only 9.3% (n=5) of the respondents that asserted that they conducted training within 3 months. About 97% (n=90) of the operational respondents perceived that they conducted training for 6 months and more while 10% (n=9) indicated that they conducted training within 3 months.

Pepper spray course: From 100% (n=164) of the respondents, 96.2% (n=50) of the supervisory respondents indicated that they conducted training for 6 months and more. On the contrary, only 3.8% (n=2) of the respondents posited that they conducted training within 3 months. About 90% (n=88) of the operational respondents perceived that they conducted training for 6 months and more while 12% (n=12) indicated that they conducted training within 3 months.

5.3.10.1 Comparison between supervisory and operational levels on crime prevention training

All these training were performed once every six months or year. In terms of pre-employment done on all applicants in Tshwane MPS about 67.3% at the supervisory level indicated that pre-employment screening was done on all applicants in Tshwane MPS while 61.6% at the operational level agreed, the information is shown in figure 5.3 below:

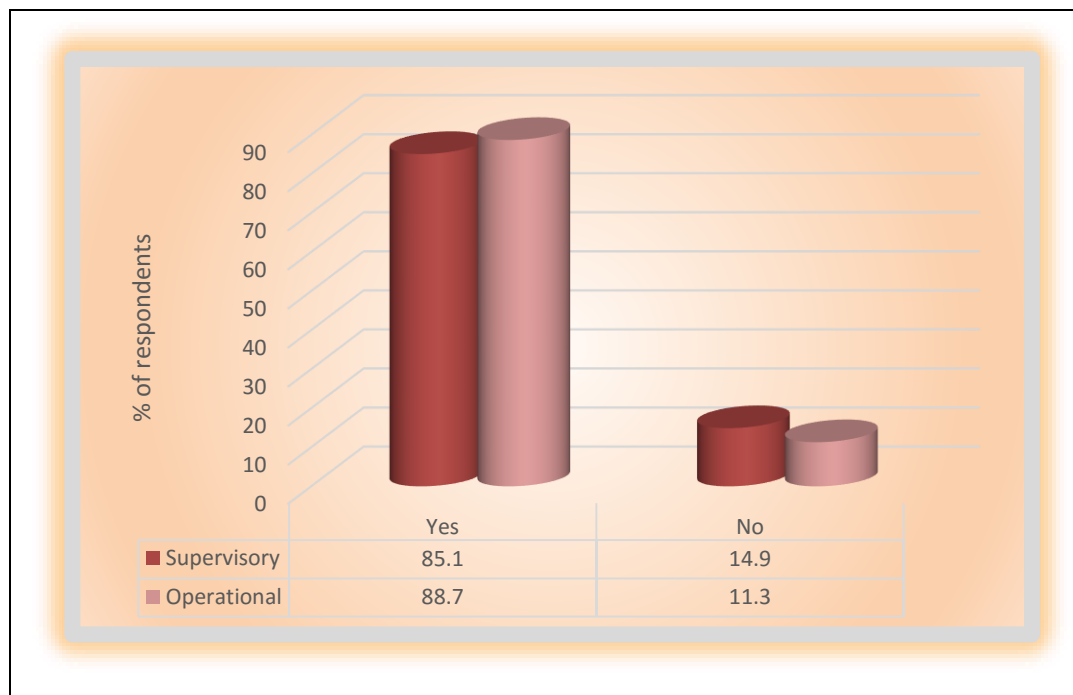


Figure 5.3: Bar chart showing the proportion of respondents indicating whether the pre-employment screening were done on all applicants

Looking at both groups, about 63.5% (n=94) were in agreement while 36.5% (n=54) were in disagreement. The respondents were asked to indicate why they say that pre-employment screening is done on all applicants. This was a multiple response where respondents gave more than one response. Those at supervisory level, about 72.2% indicated that it has done pre-employment while 41.7% indicated that it has done post-employment. For the operational level, the proportions were 67.2% and 47.5 % respectively for pre and post-employment. For both groups, the proportion of that in agreement, about 69.1% indicated that it was done pre-employment while 45.1% indicated that it is done post-employment. Therefore, close to 15% of the respondents indicated both ways.

5.4 CRIME PREVENTION ISSUES AND MATTERS

The respondents were asked to indicate their level of extent on the following issues on crime prevention on a Likert scale of 1 (not to an extent at all) to 5 (to a very large extent)

- Partnership on crime combating.
- Resources for crime prevention.
- Public participation forums.
- Implementation of operational strategies.
- Factors critical for successful implementation of crime prevention.
- Role players in strategic implementation of strategies and policies.

The variables were interpreted in such a way that an average of at least 3.5 meant that the respondents were agreeing to a large extent. The aspects are discussed in the following sub-sections.

5.4.1 Partnership on crime combating

The respondents were asked the extent to which they are forming partnership with the community. In this case, all means were approximately three indicating that they were not doing it to a large extent but rather to a small extent in line with the information as shown in the table 5.12 below:

Table 5.12: Levels of extent on partnership on crime combating								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q22e. Security cluster meeting	41.8% (23)	30.9 (17)	27.3% (15)	3.20	41.2% (42)	18.6% (19)	40.2% (41)	3.04
Q22c. Community safety meeting	38.2% (21)	38.2% (21)	23.6% (13)	3.27	36.5% (38)	24.0% (25)	39.4% (41)	2.97
Q22d. Community	41.8%	36.4%	21.8%	3.27	36.8%	20.8%	42.5%	2.94

policing meeting	(23)	(20)	(12)		(39)	(22)	(45)	
Q22a. Community safety meeting	36.4% (20)	36.4% (20)	27.3% (15)	3.16	36.8% (39)	26.4% (28)	36.8% (39)	2.99
Q22b. Business against crime meeting	27.3% (15)	38.2% (21)	34.5% (19)	2.96	25.7% (27)	32.4% (34)	41.9% (44)	2.73

Security cluster: From 100% (n=164) of the respondents, 72.7% (n=40) of the supervisory respondents indicated that they form partnership to an extent. However, only 37.3% (n=15) of the respondents that asserted that they form partnership to a little extent. About 61% (n=60) of the operational respondents perceived that they form partnership to an extent while 41% (n=40) indicated that they form partnership to a little extent.

Community safety meeting: From 100% (n=164) of the respondents, 76.4% (n=42) of the supervisory respondents indicated that they form partnership to an extent. However, only 23.6% (n=13) of the respondents that highlighted that they form partnership to a little extent. About 63% (n=60) of the operational respondents perceived that they form partnership to an extent while 41% (n=39) indicated that they form partnership to a little extent.

Community policing meeting: From 100% (n=164) of the respondents, 78.2% (n=43) of the supervisory respondents indicated that they form partnership to an extent. However, only 21.8% (n=12) of the respondents asserted that they form partnership to a little extent. About 61% (n=58) of the operational respondents perceived that they form partnership to an extent while 45% (n=43) indicated that they form partnership to a little extent.

Police and public meeting: From 100% (n=164) of the respondents, 72.8% (n=40) of the supervisory respondents indicated that they form partnership to an extent. However,

only 27.3% (n=15) of the respondents that asserted that they form partnership to a little extent. About 67% (n=63) of the operational respondents perceived that they form partnership to an extent while 39% (n=37) indicated that they form partnership to a little extent.

Business against crime meeting: From 100% (n=164) of the respondents, 65.5% (n=36) of the supervisory respondents indicated that they form partnership to an extent. However, only 34.5% (n=19) of the respondents that highlighted that they form partnership to a little extent. About 61% (n=58) of the operational respondents perceived that they form partnership to an extent while 44% (n=42) indicated that they form partnership to a little extent.

5.4.1.1 Comparison between supervisory and operational levels on crime combating

Both groups, that is, those at supervisory level and those at operational level showed that there is no meeting being held to a large scale with the community as evidenced by less than 40% of the people who were indicating that they occurred to a large extent in most aspects. Therefore, meetings on security cluster, community safety, community policing, and business against crime are not happening at a large extent. The means are all close to three.

5.4.2 Communities understand the role/functions of metro police

The respondents were asked whether the communities understand the role/functions of metro police and whether the metro police officers have the necessary training or skills to combat crime the information is shown in the table 5.13 below:

Table 5.13: Levels of agreement on role/functions and necessary training or skills to combat crime								
Statement	Supervisory Level				Operational level			
	Agree	Neutral	Disagree	Mean	Agree	Neutral	Disagree	Mean
Q23. Role/function	39.3% (22)	33.9% (19)	26.8% (15)	2.86	36.8% (39)	41.5% (44)	21.7% (23)	2.86

s of metro police								
Q24. Metro police officers have necessary training or skills to combat crime	46.4% (26)	19.6% (11)	33.9% (19)	2.89	42.9% (45)	35.2% (37)	21.9% (23)	2.71

5.4.2.1 Comparison between supervisory and operational levels on whether communities understand the role/functions of metro police

At supervisory level, approximately 40% of the respondents agreed that the communities understand the role/functions of metro police. At operational level, approximately 35% of the respondents agreed that communities understand the functions of metro police. In terms of whether the metro police officers have necessary training or skills to combat crime, approximately 45% of those at supervisory level were in agreement while close to 40% of those at operational level were in agreement, the information for both groups as shown in figure 5.4 below:

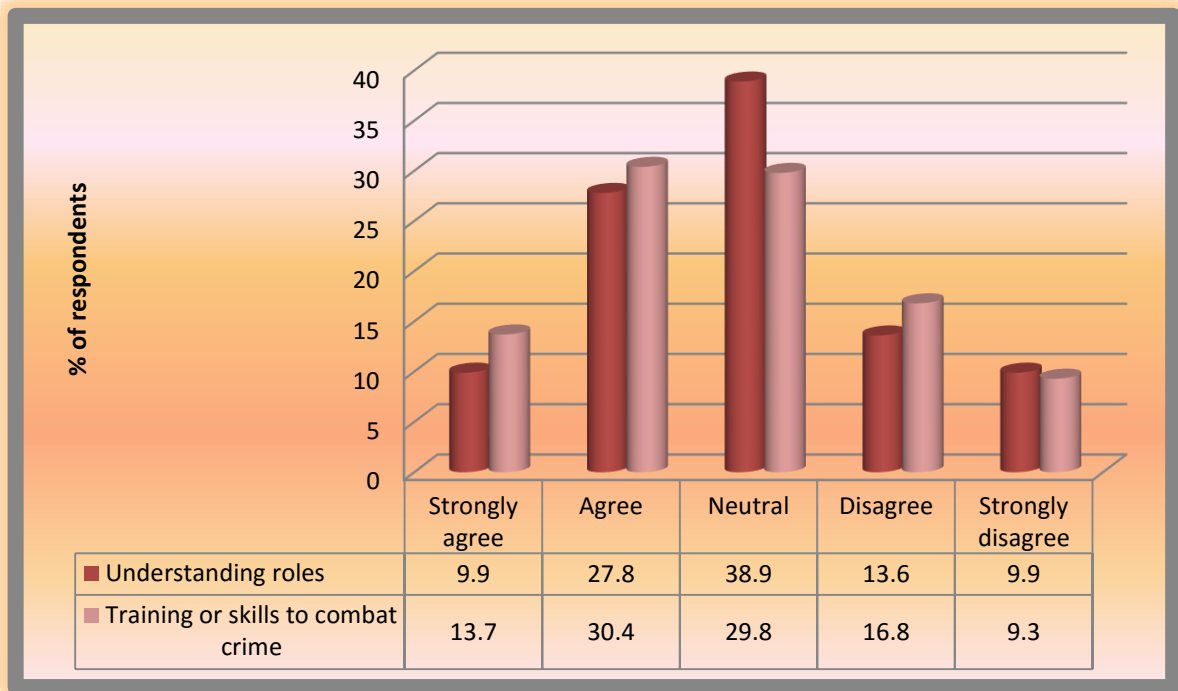


Figure 5.4: Bar chart showing the proportion of whether community understand their roles or functions and whether police officers have necessary training or skills

For both groups or levels, in terms of whether the community understand the roles or functions of metro police officers only 37.7% (n=61) were in agreement, 38.9% (n=63) were undecided while 23.5% (n=38) were in disagreement. However, in terms of whether the metro police officers have the necessary training or skills to combat crime about 44.1% (n=71) were in agreement 29.8% (n=48) were undecided while 26.1% (n=42) were in disagreement.

5.4.3 Resources for crime prevention

The respondents were asked to indicate resources required for metro police to be effective in crime prevention. All resources had means above four indicating that the resources are needed to a large extent, the proportions are shown in table 5.14 below:

Table 5.14: Levels of extent on resources for crime prevention								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q25b. Vehicles	85.5% (47)	14.5% (8)	-	4.58	82.4% (89)	10.2% (11)	7.4% (8)	4.46
Q25g. Firearms	91.1% (51)	7.1% (4)	1.8% (1)	4.63	81.5% (88)	11.1% (12)	7.4% (8)	4.41
Q25c. Bullet proof vest	82.1% (46)	14.3% (8)	3.6% (2)	4.52	82.4% (89)	9.3% (10)	8.3% (9)	4.43
Q25i. Ammunitions	87.5% (49)	8.9% (5)	3.6% (2)	4.54	83.3% (90)	7.4% (8)	9.3% (10)	4.42

Q25d. Radios	89.3% (50)	7.1% (4)	3.6% (2)	4.59	82.2% (88)	5.6% (6)	12.1% (13)	4.38
Q25j. Necessary skills to combat crime	91.1% (51)	7.1% (4)	1.8% (1)	4.54	79.6% (86)	11.1% (12)	9.3% (10)	4.34
Q25h. Pepper spray	85.5% (47)	9.1% (5)	5.5% (3)	4.44	79.6% (86)	9.3% (10)	11.1% (12)	4.31
Q25k. Budget	90.9% (50)	3.6% (2)	5.5% (3)	4.60	76.9% (83)	8.3% (9)	14.8% (16)	4.20
Q25f. Hand cuffs	87.5% (49)	8.9% (5)	3.6% (2)	4.46	77.6% (83)	10.3% (11)	12.1% (13)	4.22
Q25a. Officers	83.9% (47)	12.5% (7)	3.6% (2)	4.39	75.0% (81)	11.1% (12)	13.9% (15)	4.17
Q25e. Baton	75.0% (42)	19.6% (11)	5.4% (3)	4.23	71.3% (77)	11.1% (12)	17.6% (19)	4.02

Vehicles: From 100% (n=164) of the respondents, 100% (n=55) of the supervisory respondents indicated that the vehicles were required to an extent. However, only 0% (n=0) of the respondents that asserted that the vehicles were required to a little extent. About 100% (n=93) of the operational respondents perceived that the vehicles were required to an extent while 8% (n=7) indicated that the vehicles were required to a little extent.

Firearms: From 100% (n=164) of the respondents, 98.2% (n=55) of the supervisory respondents indicated that the firearms were required to an extent. On the contrary, only 1.8% (n=1) of the respondents that stated that the firearms were required to a little extent. About 100% (n=93) of the operational respondents were with the opinion that the

firearms were required to an extent, while 8% (n=7) indicated that the firearms were required to a little extent.

Bulletproof vests: From 100% (n=164) of the respondents, 96.4% (n=55) of the supervisory respondents indicated that the bulletproof vests were required to an extent. However, only 3.6% (n=2) of the respondents that stated that the bulletproof vests were required to a little extent. About 99% (n=92) of the operational respondents perceived that the bulletproof vests were required to an extent while 9% (n=8) indicated that the bulletproof vests were required to a little extent.

Ammunitions: From 100% (n=164) of the respondents, 96.4% (n=54) of the supervisory respondents indicated that the ammunitions were required to an extent. However, only 3.6% (n=2) of the respondents alluded that the ammunitions are required to a little extent. About 98% (n=91) of the operational respondents opined that the ammunitions were required to an extent, while 10% (n=9) indicated that the ammunitions were required to a little extent.

Radios: From 100% (n=164) of the respondents, 96.4% (n=54) of the supervisory respondents indicated that the radios were required to an extent. However, only 3.6% (n=2) of the respondents that asserted that the radios were required to a little extent. About 94% (n=88) of the operational respondents opined that the radios were required to an extent while 13% (n=12) indicated that the radios were required to a little extent.

Necessary skills to combat crime: From 100% (n=164) of the respondents, 98.2% (n=55) of the supervisory respondents indicated that the necessary skills were required to an extent. However, only 1.8% (n=1) of the respondents highlighted that the necessary skills to combat crime were required to a little extent. About 98% (n=91) of the operational respondents opined that the necessary skills to combat crime were required to an extent while 10% (n=9) indicated that the necessary skills to combat crime were required to a little extent.

Pepper spray: From 100% (n=164) of the respondents, 94.6% (n=52) of the supervisory respondents indicated that the pepper spray was required to an extent. However, only

5.5% (n=3) of the respondents that asserted that the pepper spray was required to a little extent. About 96% (n=89) of the operational respondents opined that the pepper spray was required to an extent, while 12% (n=11) indicated that the pepper spray required to a little extent.

Budget: From 100% (n=164) of the respondents, 95% (n=52) of the supervisory respondents indicated that the budget was required to an extent. However, only 5.5% (n=3) of the respondents asserted that the resource was required to a little extent. About 92% (n=85) of the operational respondents opined that the budget was required to an extent while 16% (n=15) indicated that the resource was required to a little extent.

Handcuffs: From 100% (n=164) of the respondents, 96.4% (n=54) of the supervisory respondents indicated that the handcuffs were required to an extent. However, only 3.6% (n=2) of the respondents that asserted that the resource was required to a little extent. About 94% (n=88) of the operational respondents opined that the handcuffs were required to an extent while 13% (n=12) indicated that the resource was required to a little extent.

Officers: From 100% (n=164) of the respondents, 96.4% (n=54) of the supervisory respondents indicated that the officers were required to an extent. However, only 3.6% (n=2) of the respondents that underscored that the resource required to a little extent. About 93% (n=86) of the operational respondents opined that the officers required to an extent while 15% (n=14) indicated that the resource required to a little extent.

Baton: From 100% (n=164) of the respondents, 94.6% (n=53) of the supervisory respondents indicated that the baton was required to an extent. However, only 5.4% (n=3) of the respondents asserted that the resource required to a little extent. About 89% (n=82) of the operational respondents opined that the baton was required to an extent while 19% (n=18) indicated that the resource was required to a little extent.

5.4.3.1 Comparison between supervisory and operational levels on crime prevention resources

For both categories, the resources that were indicated by more than 80% of the respondents are:

- Vehicles (83.4%).
- Firearms (84.8%).
- Bullet proof vest (82.3%).
- Ammunitions (84.8%).
- Radios (84.6%).
- Necessary skills to combat crime (83.6%).
- Pepper spray (81.6%).
- Budget (81.8%).

It can be noted that either category had highlighted vehicles as the most needed by the metro police.

5.4.4 Public participation forums

In terms of the public participation forums are being used by metro police in combating crime or prevention of crime and all means were close to three indicating that the forums are being used to some extent, the information is shown in the table 5.15 below:

Table 5.15: Levels of extent on public participation forums								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q26a. Community policing forum	50.0% (28)	32.1% (18)	17.9% (10)	3.54	35.2% (37)	27.6% (29)	37.1% (39)	2.94
Q26b. Security cluster forum	35.7% (20)	37.5% (21)	26.8% (15)	3.25	41.5% (44)	24.5% (26)	34.0% (36)	3.10
Q26c. Sector policing forum	41.1% (23)	35.7% (20)	23.2% (13)	3.34	40.0% (42)	22.9% (24)	37.1% (39)	3.04

Q26d. Business against crime	32.1% (18)	39.3% (22)	28.6% (16)	3.18	36.8% (39)	28.3% (30)	34.9% (37)	2.98
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Community policing forum: From 100% (n=164) of the respondents, 82.1% (n=46) of the supervisory respondents indicated that they used Community Policing Forum to an extent. However, only 18% (n=10) of the respondents alluded that they participated in the Community Policing Forum to a little extent. About 66% (n=63) of the operational respondents indicated that they used Community Policing Forum to an extent while 39% (n=37) indicated that they used the Community Policing Forum to a little extent.

Security cluster forum: From 100% (n=164) of the respondents, 73.2% (n=41) of the supervisory respondents indicated that they used security cluster forum to an extent. However, only 26.8% (n=15) of the respondents asserted that they used the security cluster forum to a little extent. About 70% (n=66) of the operational respondents opined that they used security cluster forum to an extent while 36% (n=34) indicated that they used the security cluster forum to a little extent.

Sector policing forum: From 100% (n=164) of the respondents, 76.8% (n=43) of the supervisory respondents indicated that they used sector policing forum to an extent. However, only 23.2% (n=13) of the respondents asserted that they used the forum to a little extent. About 66% (n=63) of the operational respondents opined that they used sector policing forum to an extent while 39% (n=37) indicated that they used the sector policing forum to a little extent.

Business against crime forum: From 100% (n=164) of the respondents, 71.4% (n=40) of the supervisory respondents indicated that they used business against crime forum to an extent. However, only 28.6% (n=16) of the respondents asserted that they used the business against crime forum to a little extent. About 69% (n=65) of the operational respondents posited that they used business against crime forum to an extent while 37% (n=35) indicated that they used the business against crime forum to a little extent.

5.4.4.1 Comparison between supervisory and operational levels on whether communities understand the role/functions of metro police

Overall, for both groups, this is in line with what was observed earlier where the respondents indicated that the participatory forum / meetings occur to some extent. It can be concluded that the police are not convincingly using the public participation forums to engage with community to a satisfactory point. Below is the number of respondents from both groups in outlining how they participate in the public forums:

- Community Policing Forum (68%).
- Security cluster forum (65%).
- Sector policing forum (66%).
- Business against crime forum (64%).

It can be noted that either category had highlighted community policing forum, security cluster forum, sector policing forum, and business against crime forum as the most needed by the metro police.

5.4.5 Tshwane metro police executing crime prevention mandate

In terms of whether Tshwane Metro Police executing their crime prevention mandate as prescribed by law the respondents gave the following views in table 5.16 below:

Table 5.16: Execution of crime prevention mandate (N = 162)

Statement	Supervisory	Operational	Total
Agree	36 (64.3%)	59 (55%)	95 (59%)
Neutral	11 (19.6%)	34 (32.1%)	45 (27%)
Disagree	9 (16.1%)	15 (14.2%)	24 (14%)
	56 (100.0%)	108 (100.00%)	164 (100.0%)

About 64.3% (n=36) of the respondents at supervisor level agreed that the Metro Police department is executing crime prevention mandate as prescribed by law while 57% (n=53) of those at operational level also agreed.

5.4.5.1 Comparison on both supervisory and operational level

For both groups, it can be observed that 93% (n=57) agreed that the TMPD is executing crime prevention mandate as prescribed by law while 24% (n=15) disagreed.

5.4.6 Implementation of operational strategies

The respondents were asked to what extent the following operational strategies have been implemented, the proportions are presented in the table 5.17 below:

Table 5.17: Levels of extent on implementation of operational strategies								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q28c. Land invasion strategy	69.6% (39)	26.8% (15)	3.6% (2)	4.07	75.7% (81)	15.0% (16)	9.3% (10)	4.12
Q28f. Road policing strategy	73.2% (41)	17.9% (10)	8.9% (5)	4.02	72.6% (77)	15.1% (16)	12.3% (13)	4.05
Q28d. Crowd control strategy	64.3% (36)	26.8% (15)	8.9% (5)	3.88	71.7% (76)	17.9% (19)	10.4% (11)	4.04
Q28b. Crime prevention strategy	69.1% (38)	23.6% (13)	7.3% (4)	3.98	57.0% (61)	23.4% (25)	19.6% (21)	3.56
Q28e. Security strategy	54.5% (30)	30.9% (17)	14.5% (8)	3.65	54.2% (58)	27.1% (29)	18.7% (20)	3.64
Q28a. Bylaws strategy	57.1% (30)	32.1% (17)	10.7% (5)	3.70	54.2% (58)	27.1% (29)	18.7% (20)	3.57

	(32)	(18)	(6)		(58)	(29)	(20)	
Q28g National crime prevention strategy	60.7% (34)	23.2% (13)	16.1% (9)	3.64	46.2% (49)	32.1% (34)	21.7% (23)	3.39
Q28h. White paper on safety and security	60.7% (34)	23.2% (13)	16.1% (9)	3.70	37.4% (40)	35.5% (38)	27.1% (29)	3.21

Land invasion strategy: From 100% (n=164) of the respondents, 96.4% (n=54) of the supervisory respondents indicated that they used land invasion strategy to an extent. However, only 3.6% (n=2) of the respondents asserted that they used the strategy to a little extent. About 97% (n=91) of the operational respondents opined that they used land invasion strategy to an extent while 10% (n=9) indicated that they used the strategy to a little extent.

Road policing strategy: From 100% (n=164) of the respondents, 91.1% (n=51) of the supervisory respondents indicated that they used road policing strategy to an extent. However, only 8.6% (n=5) of the respondents asserted that they used the strategy to a little extent. About 93% (n=88) of the operational respondents opined that they used road policing strategy to an extent while 13% (n=12) indicated that they used the strategy to a little extent.

Crowd control strategy: From 100% (n=164) of the respondents, 91.1% (n=51) of the supervisory respondents indicated that they used crowd control strategy to an extent. However, only 8.9% (n=5) of the respondents that stated that they used the strategy to a little extent. About 95% (n=90) of the operational respondents opined that they used crowd control strategy to an extent while 11% (n=10) indicated that they used the strategy to a little extent.

Crime prevention strategy: From 100% (n=164) of the respondents, 92.7% (n=51) of the supervisory respondents indicated that they used crime prevention strategy to an extent. However, only 7.3% (n=4) of the respondents asserted that they used the strategy to a little extent. About 86% (n=80) of the operational respondents opined that they used crime prevention strategy to an extent while 21% (n=20) indicated that they used the strategy to a little extent.

Security strategy: From 100% (n=164) of the respondents, 85.4% (n=47) of the supervisory respondents indicated that they used security strategy to an extent. Nevertheless, only 14.5% (n=8) of the respondents that stated that they used the strategy to a little extent. About 87% (n=82) of the operational respondents perceived that they used security strategy to an extent while 20% (n=19) indicated that they used the strategy to a little extent.

By-laws strategy: From 100% (n=164) of the respondents 89.2% (n=50) of the supervisory respondents indicated that they used by-laws strategy to an extent. On the contrary, only 10.7% (n=6) of the respondents alluded that they used the by-laws strategy to a little extent. About 87% (n=81) of the operational respondents perceived that they used by-laws strategy to an extent while 20% (n=19) indicated that they used the by-laws strategy to a little extent.

National crime prevention strategy: From 100% (n=164) of the respondents, 83.9% (n=47) of the supervisory respondents indicated that they used national crime prevention strategy to an extent. However, only 16.1% (n=9) of the respondents asserted that they used the national crime prevention strategy to a little extent. About 83% (n=78) of the operational respondents perceived that they used national crime prevention strategy to an extent while 23% (n=22) indicated that they used the national crime prevention strategy to a little extent.

White paper on safety and security strategy: From 100% (n=164) of the respondents, 83.9% (n=47) of the supervisory respondents indicated that they used the White Paper on Safety and Security Strategy to an extent. On the contrary, only 16.1% (n=9) of the respondents posited they used the White Paper on Safety and Security Strategy to a

little extent. About 78% (n=73) of the operational respondents opined that they used the White Paper on Safety and Security Strategy to an extent while 29% (n=27) indicated that they used the white paper on safety and security strategy to a little extent.

5.4.6.1 Comparison on both groups on implementation of operational strategies

Combining the two groups, it can be noted that 73.8% (n=120) indicated land invasion strategy, 72.8% (n=118) indicated road policing strategy 69.1% (n=118) indicated crowd control strategy, 61.1% (n=99) indicated crime prevention strategy, 54.3% (n=88) indicated security strategy, 55.2% (n=90) indicated bylaws strategy and 51.2% (n=83) indicated national crime prevention strategy. However, the aspect White Paper on Safety and Security Strategy was the one indicated by 45.4% (n=74) of the respondents. It can be noted that both groups agree that implementation of these strategies are vital for crime combating mission.

5.4.7 Factors critical for successful implementation of crime prevention

In terms of factors critical for successful implementation of crime prevention role in the metro police, the aspects and functions of metro police were the one highly ranked as shown in table 5.18 below:

Table 5.18: Levels of extent on factors critical for successful implementation of crime prevention								
Statement	Supervisory Level				Operational level			
	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q29f. Functions of metro police	85.2% (46)	7.4% (4)	7.4% (4)	4.33	75.7% (78)	14.6% (15)	9.7% (10)	4.06
Q29e. Powers of metro police	78.2% (43)	14.5% (8)	7.3% (4)	4.25	77.4% (82)	11.3% (12)	11.3% (12)	4.08
Q29h. Command and	85.5%	7.3	7.3	4.27	72.1%	16.3%	11.5%	4.02

control of metro police	(47)	(4)	(4)		(75)	(17)	(12)	
Q29i. Amendment of legislation on powers and clear functions of metro police	72.7% (40)	16.4% (9)	10.9% (6)	4.05	75.7% (81)	13.1% (14)	11.2% (12)	4.01
Q29c. Budget allocations	78.2% (43)	10.9% (6)	10.9% (6)	4.13	62.3% (66)	21.7% (23)	16.0% (17)	3.91
Q29b. Availability of resources	74.1% (40)	14.8% (8)	11.1% (6)	4.15	60.4% (64)	20.8% (22)	18.9% (20)	3.84
Q29g. Political influence and interference	74.5% (41)	10.9% (6)	14.5% (8)	4.05	58.1% (61)	22.9% (24)	19.0% (20)	3.73
Q29a. Legislation constraints on the investigation of crimes by metro police	62.3% (33)	22.6% (12)	15.1% (8)	3.83	54.8% (57)	26.9% (28)	18.3% (19)	3.63
Q29d. Duplication of functions	63.6% (35)	25.5% (14)	10.9% (6)	3.95	50.5% (54)	27.1% (29)	22.4% (24)	3.51

Functions of metro police: From 100% (n=164) of the respondents, 92.6% (n=50) of the supervisory respondents indicated that functions of metro police were critical to an extent. It is only 7.4% (n=4) of the respondents stated that they were critical to a little

extent. About 83% (n=78) of the operational respondents were of the opinion that the functions of metro police were critical to an extent, while 23% (n=22) indicated that they were critical to a little extent.

Powers of metro police: From 100% (n=164) of the respondents, 92.7% (n=51) of the supervisory respondents indicated that powers of metro police were critical to an extent. It is only 7.3% (n=4) of the respondents stated that they were critical to a little extent. About 94% (n=89) of the operational respondents perceived that the powers of metro police were critical to an extent while 12% (n=12) indicated that they were critical to a little extent.

Command and control of metro police: From 100% (n=164) of the respondents, 92.8% (n=51) of the supervisory respondents indicated that command and control of metro police were critical to an extent. However, only 7.3% (n=4) of the respondents stated that they were critical to a little extent. About 92% (n=88) of the operational respondents perceived that the command and control of metro police were critical to an extent while 12% (n=12) indicated that they were critical to a little extent.

Amendment of legislation on powers and clear functions of metro police: From 100% (n=164) of the respondents, 89.1% (n=49) of the supervisory respondents indicated that amendment of legislation was critical to an extent. On the contrary, only 10.9% (n=6) of the respondents asserted that they were critical to a little extent. About 95% (n=89) of the operational respondents perceived that they were critical to an extent while 12% (n=12) indicated that they were critical to a little extent.

Budget allocations: From 100% (n=164) of the respondents, 89.1% (n=49) of the supervisory respondents indicated that budget allocations were critical to an extent. On the contrary, only 10.9% (n=6) of the respondents that argued that the budget allocations were critical to a little extent. About 89% (n=84) of the operational respondents perceived that the budget allocations were critical to an extent while 17% (n=16) indicated that the budget allocations were critical to a little extent.

Availability of resources: From 100% (n=164) of the respondents, 88.9% (n=48) of the supervisory respondents indicated that availability of resources were critical to an extent. However, only 11.1% (n=6) of the respondents that asserted that the availability of resources were critical to a little extent. About 86% (n=81) of the operational respondents perceived that the availability of resources were critical to an extent while 20% (n=19) indicated that the availability of resources were critical to a little extent.

Political influence and interferences: From 100% (n=164) of the respondents, 85.4% (n=47) of the supervisory respondents indicated that political influence was critical to an extent. However, only 14.5% (n=8) of the respondents that asserted that the political influence and interferences were critical to a little extent. About 85% (n=81) of the operational respondents perceived that the political interferences were critical to an extent while 20% (n=19) indicated that they were critical to a little extent.

Legislation constraints on the investigation of crimes by metro police: From 100% (n=164) of the respondents, 84.9 % (n=45) of the supervisory respondents indicated that legislation constrains on investigation of crimes by metro police were critical to an extent. However, only 15.1% (n=8) of the respondents asserted that the legislation constraints on the investigation of crimes by metro police were critical to a little extent. About 85% (n=82) of the operational respondents perceived that the legislation constrains on investigation of crimes by metro police were critical to an extent while 19% (n=18) indicated that the legislation constraints on the investigation of crime by metro police were critical to a little extent.

Duplication of functions: From 100% (n=164) of the respondents, 89.1% (n=49) of the supervisory respondents indicated that duplication of functions were critical to an extent. However, only 10.9% (n=6) of the respondents that asserted that duplication of functions were critical to a little extent. About 83% (n=78) of the operational respondents perceived that duplication of functions were critical to an extent while 24% (n=22) indicated that duplication of functions were critical to a little extent.

5.4.7.1 Comparison on both groups on implementation of operational strategies

All the groups agreed that all the issues were making it difficult for metro police to successfully implement their crime prevention role. For those at supervisory level, the five top most issues were command and control of metro police (85.5%), functions of metro police (85.2%), powers of metro police (78.2%), budget allocations (78.2%), and political influence and interference (74.5%). For those at operational level, the five top most challenging issues were powers of metro police (77.4%), functions of metro police (75.7%), amendment of legislation on powers and clear functions of metro police (75.7%), command and control of metro police (72.1%), and budget allocations (62.3%).

After combining the two samples, the factors indicated by more than 70% of the respondents were:

- Functions of metro police (79.4%).
- Powers of metro police (77.7%).
- Command and control of metro police (76.8%).
- Legislation constraints on powers and clear functions of metro police (74.6%).

It can be noted that both respondents felt that functions, powers, command, and also legislation constraints were critical in the successful implementation of crime prevention role.

5.4.8 Role players in strategic implementation of strategies and policies

The respondents were asked to indicate the extent to which the role players were effective in strategic implementation of strategies and policies. The role players' top-level management and Executive Mayor were the one that were ranked the most as shown in table 5.19 below:

Table 5.19: Levels of extent on role players in strategic implementation of strategies and policies		
Statement	Supervisory Level	Operational level

	To a large extent	To some extent	Not to any extent	Mean	To a large extent	To some extent	Not to any extent	Mean
Q30a. Top level management	62.5% (35)	21.4% (12)	16.1% (9)	3.79	50.5% (52)	25.2% (26)	24.3% (25)	3.46
Q30f. Executive Mayor	50.9% (28)	30.9% (17)	18.2% (10)	3.55	49.0% (50)	26.5% (27)	24.5% (25)	3.49
Q30e. Municipal Manager	54.5% (30)	20.0% (11)	25.5% (14)	3.55	45.6% (47)	27.2% (28)	27.2% (28)	3.36
Q30g. Minister of police	60.0% (33)	10.9% (6)	29.1% (16)	3.44	45.6% (47)	23.3% (24)	31.1% (32)	3.25
Q30b. Members of mayoral committee	49.1% (27)	20.0% (11)	30.9% (17)	3.38	45.1% (46)	23.5% (24)	31.4% (32)	3.25
Q30d. Council members	44.4% (24)	20.4% (11)	35.2% (19)	3.28	43.7% (45)	22.3% (23)	34.0% (35)	3.17
Q30c. Parliament	47.3% (26)	14.5% (8)	38.2% (21)	3.16	36.3% (37)	24.5% (25)	39.2% (40)	2.95

Top-level Management: From 100% (n=164) of the respondents, 83.4% (n=79) of the supervisory respondents indicated that top-level management were effective in implementing strategies and policies to an extent. It is only 16.1% (n=9) of the respondents who reported that they were effective to a little extent. About 78% (n=76) of the operational respondents perceived that the top-level management were effective in implementing strategies and policies to an extent while 25% (n=24) indicated that they were effective to a little extent.

Executive Mayor: From 100% (n=164) of the respondents, 81.8% (n=45) of the supervisory respondents indicated that Executive Mayor was effective in implementing strategies and policies to an extent. It is only 18.2% (n=10) of the respondents who stated that the Executive Mayor was effective to a little extent. About 77% (n=76) of the operational respondents opined that the Executive Mayor was effective to an extent while 25% (n=25) indicated that the executive mayor was effective to a little extent.

Municipal Manager: From 100% (n=164) of the respondents, 74.5% (n=41) of the supervisory respondents indicated that Municipal Manager was effective in implementing strategies and policies to an extent. It is only 25.5% (n=14) of the respondents who indicated that the Municipal Manager was effective to a little extent. About 75% (n=73) of the operational respondents were with the opinion that the Municipal Manager was effective in implementing strategies and policies to an extent while 28% (n=27) indicated that the Municipal Manager was effective to a little extent.

Minister of Police: From 100% (n=164) of the respondents, 70.9 % (n=39) of the supervisory respondents indicated that minister of police was effective in implementing strategies and policies to an extent. It is only 29.1% (n=16) of the respondents who stated that the Minister of Police was effective was effective to a little extent. About 71% (n=69) of the operational respondents were with the opinion that the Minister of Police was effective to an extent while 32% (n=31) indicated that the Minister of Police was effective to a little extent.

Members of Mayoral Committee: From 100% (n=164) of the respondents, 69.1% (n=38) of the supervisory respondents indicated that members of Mayoral Committee were effective in implementing strategies and policies to an extent. However, only 30.9% (n=17) of the respondents that stated that the members of Mayoral Committee were effective to a little extent. About 70% (n=69) of the operational respondents perceived that members of Mayoral Committee were effective in implementing strategies and policies to an extent while 32% (n=31) indicated that members of Mayoral Committee were effective to a little extent.

Council Members: From 100% (n=164) of the respondents, 64.8% (n=35) of the supervisory respondents indicated that City Council members were effective in

implementing strategies and policies to an extent. However, only 35.2% (n=19) of the respondents that asserted that City Council members were effective to a little extent. About 68% (n=66) of the operational respondents perceived that the City Council members were effective in implementing strategies and policies to an extent while 35% (n=34) indicated that City Council members were effective to a little extent.

Parliament: From 100% (n=164) of the respondents, 61.8% (n=34) of the supervisory respondents indicated that Parliament were effective in implementing strategies and policies to an extent. However, only 38.2% (n=21) of the respondents that asserted that Parliament were effective to a little extent. About 62% (n=61) of the operational respondents perceived that Parliament were effective in implementing strategies and policies to an extent while 39.2% (n=40) indicated that they were effective to a little extent.

5.4.8.1 Comparison on both groups on implementation of operational strategies

The supervisory and operational level or group samples were combined, it can be noted that 54.7% (n=87) of the respondents indicated that top-level management are critical and 49.7% (n=78) indicated the Executive Mayor. On the contrary, 50.6% indicated that the Minister of Police is critical in implementing policies and strategies. The average was 3.32% of the respondents. All the other remaining aspects were to some extent. It can be concluded that all above-mentioned role players were effective not to extent in strategic implementation on policies and strategies.

5.4.8 Any other comments

The respondents were asked to indicate their comments on crime prevention. The following comments were made:

- Use of rules and policies of SAPS will assist in achieving goals.
- There is shortage of resources such as uniform and cars in TMPD.
- If the principle of fairness and transparency can be adopted and practised.
- The junior members must get necessary skills and progression in the level of their ranks.
- Attention is needed in reviewing employment strategies for Metro Police Officer.

- Majority of Metro police officers employed in the past five years are not police material because.
 - The recommendation of the committee should be made available to the senior and middle management.
 - New workers must be properly scrutinised and tested.
 - Recruitment not to be based on work creation.
 - With vehicle repairing the middle man must be cut off for faster repairing purpose.
 - Implementing short system that would be giving Metro Police officials enough time to rest.
 - The chief of Metro Police must play an effective role in strategic implementation of the organisational objectives.
 - There is no policy on promotion.
 - All Metro Police departments should be on the same level with regards to remuneration and resources.
 - Improvement in terms of training should be done in order to combat crime.
 - Increase salary of metro police officers.

The issues being mentioned are remuneration, availability of resources career development, in-service training recruitment and policies and regulations.

5.5 CONCLUSION

This chapter presented the findings of the study according to the methodology mentioned in Chapter 2. This chapter was divided into two sections: demographic section and crime prevention aspects within the TMPD environment. The first section of the chapter was the descriptive analysis of the demographic characteristics under such heading. This chapter also presented statistical analysis software and Cronbach's alpha reliability coefficient. In this case, descriptive statistics for quantitative variables were presented in the form of means, standard deviations, coefficient of variation, and also graphical presentation. In terms of categorical variables, the descriptive statistics were presented in the form of frequencies and proportions.

CHAPTER 6

INTERPRETATION OF THE RESEARCH FINDINGS

6.1 Introduction

This chapter deals with the interpretation of the research findings done according to the methodology mentioned in Chapter 2. This chapter is divided into two sections, namely, demographic section and crime prevention aspects within the TMPD environment. The first section of the chapter is the descriptive analysis of the demographic characteristics. This chapter also presents statistical analysis through the means of software and Cronbach's alpha reliability coefficient. In this case, descriptive statistics for quantitative variables were presented in the form of means, standard deviations, coefficient of variation, and also graphical presentation. In terms of categorical variables, the descriptive statistics were presented in the form of frequencies and proportions.

6.2 TMPD roles

6.2.1 Duties or roles as per metro police mandate

Patrolling the streets: The reason why both the supervisory (63%) and the operational levels (70.1%) agree in their majority to a large extent on this duty may be that patrolling is the basic function of policing. All irregularities can be spotted when the officers are patrolling the streets.

Writing traffic fines: Majority from both the supervisory (68.5%) and operational (61.2%) levels agree to a large extent on this task. The reason for this may be that by nature of their work, metro police officers should write traffic fines to punish vehicle drivers that do not obey the road traffic rules. The other reason may be that they were taught at the metro police college the traffic rules and regulations. In South Africa, the vehicle drivers that are not obeying the rules of the roads because of some of the vehicle accidents that happen on the roads. This may be attributed to different factors such as having obtained the driver's license fraudulently as it has been the case recently in some of the testing stations around Gauteng and around the country generally.

Observing of accidents: Again, on this aspect, most of the respondents at both supervisory (57.7%) and operational (58.3%) levels agreed to a large extent. The reason for both of them to agree may be attributed to the fact that when motor vehicle drivers

are involved in an accident, that accident should be reported to the local metro police officers and the police station.

Control and monitoring of road traffic flow: The supervisory level (49.1%) and the operational (55.3%) level agree on this task. During the peak hours, there are many vehicles on the roads, especially in major cities such as Johannesburg, Pretoria, Durban, and Cape Town. As a result, there are many traffic jams on the roads. That is why the metro police officers are deployed at the areas that are experiencing such high volumes of traffic in order to control and monitor road traffic flow.

Issuing of road traffic and by-laws notices: The reason why supervisory (62.3%) level and operational (48.5%) level agree to a large extent on this aspect may be attributed to the fact that the metro police officers are mainly concerned with implementing and enforcing the by-laws of the Municipality. The other factor may be that it is their key functions as metro police department.

Arresting and detaining of a suspect: It is not surprising to see that supervisory (57.7%) level agree to some extent and the operational (52.4%) level agree to a large extent. The reason for this may be attributed to the fact that the supervisory level is not more into arresting and detaining suspects as this function is mainly preferred to be carried out by members at operational level because the TMPD does not like to lose cases because the junior members of staff handle them. Therefore, duties like this need a skilful member of the TMPD so that there are no possible liabilities.

Crowd control in service delivery, unrest and strike situation: Supervisory (51%) level are doing this function not to extent while operational (46.7%) level agreed to a large extent that they were performing this function. The reason for this discrepancy is that the junior members of staff may not be skilled to deal with this task as opposed to the skilled members at operational level. Moreover, this function is mainly the one that needs intervention of the SAPS. However, even some of the members of SAPS were found not to be competent enough to deal with this aspect.

Attending of selling goods without license: Small portion from both supervisory (31.4%) level and operational (25%) level agreed to do this function to a large extent. This aspect may be on the by-law side but more importantly, it may be from the side of the SAPS.

Confiscating of hawker's goods: Though this duty is done by both categories, it can be noted that it is not the main TMPD duty because the supervisory (23.1%) level and the operational (26.9%) level agreed to a large extent that they performed this function. This may be attributed to the fact that unemployment is high in South Africa and people come up with plans to make them survive such as resorting to being hawkers.

Checking of business licenses: Like the duty above, this duty is also not the main duty of the TPMD. The reason may be that this is more of the SAPS duty to arrest business owners who do not comply with the law in terms of renewing their business licenses.

Attending of noise complaint: This appears not to be the main duty of the TMPD. Both the supervisory (25%) level and operational (22.5%) level agree to a large extent that they perform this duty. This is a complicated matter because sometimes when this complaint is made to the TMPD by the time the officers reach the area, they find that it has stopped already.

Preservation of evidence in court: This duty is the most crucial one but it appears that both categories supervisory (15.7%) and operational (24%)) agreed to a large extent that they were performing this duty. It can also be noted that not all TMPD members are skilled to present the evidence in court of law. Lack of investigation training and development may be the other reason they are not performing this duty.

Investigation of serious crime: While this duty is not mainly performed by the supervisory (7.8%) level but more by operational (18.3%) level, it can be noted that even the operational level are not mainly doing it. This might be attributed to the fact that this is not the main duty of the TMPD but that of SAPS as already outlined.

6.2.2 The structure of specialised policing in determining set goals

The feelings of different levels in the hierarchy of TMPD in terms of the structure of specialised policing in determining set goals were as follows:

Generally, majority of the respondents agreed to a large extent that all different ranks in TMPD were effective in terms of structure of a specialised policing in determining set goals. The reason for this may be attributed to the fact that the respondents are within the TMPD and they know how the TMPD works even in terms of their set goals.

6.2.3 The structure of regional policing in determining set goals

Like in the above point, most of the respondents agreed to a large extent that the structure of regional policing in determining set goals were effective. This may also be attributed to the fact that the respondents are members of the TMPD whom worked for more than five years and they know how the organisation works and if that is efficient and effective.

6.2.4 Utilisation of standard policies

From the findings, it is evident that the TMPD has quite a number of policies needed in order to keep the TMPD running. It is also important to note that all the respondents appreciated the importance of the policies available in the organisation. The reason to have the policies is simply that the organisation needs to outline what are the important aspects that the organisation needs to do. That is done through the policies. It should be borne in mind that the policies, together with the procedures, are said to be the main cheapest security measures that one may find in the organisation. That is why every organisation resorts to the policies and procedures in its operational direction. It is clear that the TMPD is also on par with other organisations by putting in place such policies.

6.2.5 Utilisation of standard procedures

It is evident that there is a procedure for every policy within the TMPD. Procedures outline the 'how' part that the policies should be carried out. Policies and procedures go hand in hand. Therefore, policies and procedures need to be followed by human element in order to enhance their effectiveness.

6.2.6 Services rendered by Municipal Police

Municipal Police execute their mandate in line with the Municipal by-laws and in line with other related legislations as prescribed. They do so in their area of their jurisdiction. At times, these services may be extended to the nearby Municipal Police through the Memorandum of Agreement (MoU) whereby, for example: The Johannesburg Metro Police Department (JMPD) may agree to carry out the similar services in the jurisdiction of the TMPD on behalf of the TMPD. The basic MPS remain the same. All the respondents were familiar with the municipal services. These services form part of training of the TMPD when new recruits undergo their training.

6.2.7 Challenges preventing the members of TMPD from doing their job

It is evident that some challenges prevent the members of TMPD to perform their duties effectively. Some of these major challenges are as follows:

- Political interference and influence: In South Africa, people tend to be more loyal to their political organisations and as such allow more politics to drive them while running big institutions such as TMPD. We know some of these positions are political deployment. Nevertheless, this should not overshadow all the operational and administration decisions that individuals in charge should be affected.
- Lack of resources: It was not clear why there is lack of resources at the TMPD. Most of the respondents indicated this to be a problem. It is important to note that when there is lack of resources, the TMPD will not be able to deliver on their mandate effectively. Lack of resources comes in different ways such as misuse of municipal finances or people not paying the Municipality for the services hence the budget of the TMPD is not able to cover all the necessary aspects.
- Progression and filling of posts: As mentioned above, lack of resources, among others, gives birth to lack of filling of posts in the TMPD. It is not surprising to see this being a factor.

Above all, most of the respondents agreed that there are more challenges at the TMPD that need to be attended to in order to make TMPD efficient and effective.

6.2.8 Solutions to address challenges

It is evident that some possible solutions may be employed to address challenges that the TMPD members face. These solutions are the following among others: training; resources; transparent recruitment process; in-service training; policies; separation of powers between SAPS and Municipal Police; regulation for defying political interference. Some of these possible solutions are internal and some of them are external because they mean that legislations should be amended. A clear consolidated plan needs to be drawn by the Chief of Police when taking over the TMPD responsibilities. Again, this may mean that strategies of the TMPD need to be revisited in order to incorporate the possible solutions.

6.2.9 Impact of challenges on TMPD members

Participants pointed out that the challenges are affecting the members negatively. This may be attributed to the fact that the members are expected to do more with less under

stressful situations of fighting crime. It is quite challenging to operate under these circumstances because criminals appear to be knowledgeable and skilled when they commit crime. On the other hand, the TMPD members are told about lack of resources among others. For example, when the members are experiencing these challenges, they do not perform well in duties such as policing unrest and strikes within the community; people lose confidence on police services; and officers do not patrol residential areas. Therefore, these critical functions need to be performed at all times efficiently and effectively. The impact of this mentioned challenges render TMPD useless and wasteful. It points out metro police service within the country as the other non-functional law enforcement agency that was created to cater political aspirations and corruption.

6.2.10 Crime prevention training

It is evident that there are training courses that the TMPD members undertook. This gives hope to see it happening because it will help relieve stress that the members are going through. Credit should be given to the TMPD because by doing this. Moreover, it shows that it has the interests of its employees at heart. It can also be observed that the types of training that members go through are fit for the purpose and will make the members efficient and effective. The only part that metro police must improve on is the duration and timeframe of crime prevention, by-laws and road policing training.

6.2.11 Partnership on crime combating

TMPD was found to have in place different partners that help them to combat crime which are: security cluster (for example, SAPS; South African Secret Services; South African National Defence Force); the community members; Community Police Forum and Business Against Crime. There are regular meetings held with the partners in order to assess the progress made in combating crime. Whenever gaps are identified, they are attended to immediately.

6.2.12 Communities understanding the role of the TMPD

While a few respondents from both categories agreed that the community members knew the roles of the TMPD, much needs to be done to educate more community members about the roles of the TMPD. It is not clear why many people are not clued up with the TMPD roles because generally community members like to complain about the TMPD that they do not do their job. Most respondents feel that community members still

perceive metro police officers as traffic cops not a fully flashed police officer. The question will then be “what are the community members expecting the TMPD to do?” On the other hand, the respondents from both categories also found that the metro police officers had necessary training and skills to combat crime. This may be attributed to the fact the respondents are metro police themselves and that is why they are better placed to make such informed opinion about their training. This may also be attributed to the success that they experience while performing their duties.

6.2.13 Resources for crime prevention

It was found that the TMPD had reasonable resources to enable them combat crime in the City and surrounding areas within its jurisdiction. Having resources is one thing but servicing or repairing these resources is the other. It will be in the interest of effective crime prevention by TMPD if resources and their repair or service will also be taken care of. Resources ranged from uniform, vehicles, bullet proofs, batons, handcuffs, torches, weapons, radios, budget, and necessary skills development.

6.2.14 Public participation forums

There are forums that were said to be used by TMPD in combating crime. These were Community Policing Forum; Security Cluster Forum; Sector Policing Forum; and Business Against Crime as outlined above. These forums help the metro police to get their message across in sharing their strategies in combating crimes with the other stakeholders. Some of the stakeholders such as sector policing bring an element of the SAPS in combating crime because the SAPS have broader mandate of combating crime than the TMPD in terms of the Constitution of South Africa. Business Against Crime brings an element of sponsorship in terms of the most needed resources in combating crime that the TMPD may need.

6.2.15 Tshwane metro police executing crime prevention mandate

Respondents from all categories agreed that the TMPD executes its crime prevention mandate as outlined by law. The reason why most of the respondents from both categories are with this opinion is that all the respondents are employees of TMPD. This puts them in a better position to know better how the TMPD works and to what extent the TMPD complies with its mandate.

6.2.16 Implementation of operational strategies

It was found that the TMPD has the following strategies that were implemented: land invasion strategy; crime prevention strategy; security strategy; road policy strategy; crowd control strategy; by-laws strategy; national crime prevention strategy; and white paper on safety and security. The reason why the TMPD should have strategies is that organisations are guided by strategies in order to achieve their objectives. It can be concluded that the TMPD operates in line with other big organisations nationally and internationally.

6.2.17 Factors critical for successful implementation of crime prevention

It was found that the factors critical for successful implementation of crime prevention were as follows:

- Functions of metro police.
- Powers of metro police.
- Command and control of metro police.
- Amendment of legislation of powers and clear functions of metro police.
- Amendment of legislation on powers and clear functions of police.
- Budget allocations.
- Availability of resources.
- Political influence and interferences.
- Legislation constraints on investigation of crime by metro police.
- Duplication of functions.

It can be observed that the above critical factors emanate from different competencies such as the national government, the municipality and the TMPD itself. It is only when every stakeholder plays their role that these factors will be realised. Of critical importance is the political influence and interference where at times this element affects negatively the manner in which the TMPD operates because politicians appear to be less concerned about the policies; strategies; candidates qualifications (that should lead the organisation) etc.

6.2.18 Role players in strategic implementation of strategies and policies

It was found that the role players were identified as follows: Top-level management; Executive Mayor; municipal manager; Minister of Police; Members of Mayoral

Committee; Council Members; and Parliament. Like the above factors critical for successful implementation, there are different role players in strategic implementation of strategies and policies.

6.2.19 Respondents comments about crime prevention

It was found that the respondents had a number of comments. The comments touched on the training, resources, TMPD management, Chief of Metro Police, recruitment of new members, the policies and procedures, among others. All these are important factors to get TMPD running effectively and to meet their crime prevention mandate. It is understandable because Parliament is the law making body with the Minister of Police being the responsible Minister in TMPD affairs at a national level. The Mayor, the Council and the Municipality at large being the responsible role players at local level with the Chief of Police being the one responsible for metro police activities.

6.3 Conclusion

This chapter dealt with the interpretation of the findings and in line with the methodology mentioned in Chapter 2. The manner in which the interpretations were made emanated from the two categories (Supervisory and Operational Levels) as they participated in the study. The following chapter will deal with the recommendations and conclusion.

CHAPTER 7

RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

This chapter presents the recommendations and conclusion of this research study in detail based on the information collected. The chapter also ensures that research objectives and questions outlined are taken into consideration. Several solutions to the research challenges are also outlined in this chapter. The short summary or conclusion on this study is also discussed.

7.2 RECOMMENDATIONS

The researcher deemed it necessary to conduct this study in order to examine the challenges hindering TMPD in their crime prevention mandate. This crime prevention challenges are well known within the municipal terrain and all other challenges are also tabled in a responsible and accountable manner. Emerging from the research findings and interpretations, the following recommendations are made based on the challenges raised in this study:

Research question 1

What is the traditional role of municipal law enforcement agencies?

Research Objective 1: To determine the traditional role of municipal law enforcement agencies.

7.2.1 Municipal police work and strategy

Municipal police department should clearly formulate and document municipal police work plan and strategy. Metro police work plan or strategy should consist of new and old traditional way of policing such as deployment of stationary guarding, visible patrol at residential and business areas, crime prevention, and investigation of crime. This will ensure that TMPD includes traditional way of securing the city's assets and infrastructure such as watching of livestock, property and assets are revisited, structured and aligned with their current job demand or profile starting from the entry level of municipal police service system.

This will also ensure that all municipal police members understand the type of the job they are executing and what is expected from them as security forces by the community. This work plan should among others also include the static metro policing, response and visible policing, vehicle and foot patrols, collection of crime-related information, deployment of informers, burgers, and watchers.

Research question 2

What are legislative provisions for establishment of Municipal police services?

Research Objective 2: To evaluate legislative provisions for establishment of municipal police service.

7.2.2 Provision of Municipal Police Service Act

There should be provision of Municipal Police Service Act which aims at empowering metro police officials in executing their crime prevention role independently. This Act should outline the purpose, aim, objectives, powers, functions, and responsibilities of metro police officers with regards to policing, preservation of evidence, crime reduction and prevention within the municipal boundaries. This will ensure that municipality operates policing functions independently from SAPS in terms of directives, manual of orders, instructions, ethics, standards, procedures, and other related legal principles.

Lack of legislative independence disrupts municipal crime policing strategic plan and rollout in order to deal with all crimes at municipal juristic area. It will relieve workload carried by SAPS as the only sole crime combating service in terms of the Constitution of the Republic of South Africa. More importantly, Municipal Police Service Act should comprehensively highlight metro police strategies, techniques, methods and system that will guide TMPD on how to deal with specific criminal activity within the municipal area. This legislation should also give direction to the municipal police authorities with regards to deployment strategies and plans on metro police official especially on safeguarding municipal assets, personnel, infrastructure and properties.

Research question 3

What are factors hindering the effectiveness of metro police officers on their crime prevention mandate?

Research objective 3: To determine factors hindering the effectiveness of metro police officers on their crime prevention mandate.

7.2.3 Empowering metro police officers to investigate cases

Metro policing force should be empowered to investigate all degrees of crimes happening at specific municipal jurisdiction without limitations. This role should be extended or collaborated from SAPS to the current municipal police service without restrictions or limitations.

7.2.4 Control and command of metro police by Chief of Police

Ensure that municipal police account, controlled and commanded by the chief of police within the municipal area. This will ensure that municipal policing function runs independent without confusion by mayor, councillors and municipal manager who are pushing political agendas as dictated by the SAPS Act. This will also ensure that policing functions and responsibilities are executed without any fear and favour.

7.2.5 Political influence, interventions and interference

Restrict political influence, interventions and interference on operational and administrative matters of MPS. This will ensure that politics focuses on promoting political agendas, while municipal police have a free will on policing society, assets, infrastructure, and property within municipal area.

7.2.6 Avoiding duplications of functions in the TMPD

Avoiding duplication of functions which are performed by SAPS and Metro police. Attending of accidents, complaints and other policing events without arrangements are cause of concern. This will enhance service delivery in terms of spreading resources from metro police and SAPS. This will assist SAPS and Metro police not to perform similar functions which result in a wasteful use of state resources. Avoiding duplication by aligning specific functions with metro police and other responsibilities with SAPS will increase crime combating and reduction in the country. There should be a clear municipal police instructions in terms of duties and responsibilities within the justice system.

7.2.7 Intensification of safety and security services in the TMPD

Ensure that metro police intensify safety and security services within the community by patrolling residential, industrial, suburbs, and townships. Metro police should engage with the members of community policing structures in order to control and combat crime. These structures will support and provide metro police with relevant crime trends and information within a specific residential area. This will bring back society's confidence and attitudes towards police officials.

7.2.8 Discipline in the TMPD

Discipline metro police members who did not adhere to the known policies, procedures and standards through internal disciplinary process. This will ensure that metro police officials follow police set standards and procedures on how members of metro police should conduct themselves while on duty.

7.2.9 Vetting of applicants

Pre-and post-employment screening/vetting and verification of qualifications should be administered and managed correctly by TMPD. This will provide clear direction specifically on the kind and type of new metro police recruits with credibility and reliability to fight crime.

7.2.10 Security risk analysis and crime awareness

Metro police should conduct security risk analysis and crime awareness to all city structures, assets, properties, and infrastructures. This will help metro police in identifying security threats, assets vulnerability and enhancement of security measures. This will also assist in making awareness to the community and other stakeholders to understand contents and the key role and functions of metro police service within the justice fraternity.

7.2.11 Stakeholders playing their roles regarding TMPD strategies

Parliament, top level management and executive council members must ensure that policing strategies, procedures and policies are implemented as soon as possible at municipalities. The policing strategies such as National Crime Prevention Strategies and other related policing strategies should be implemented at local level by decision makers. This will ensure that policing mandate at municipal level is effective and strengthened to meet the expectations of the community.

7.2.12 Municipal police should conduct their crime risk control plan

MPS should independently be afforded a chance to implement their own crime risk control plan which will direct how each municipal security forces deals with different kind of crimes without direct orders from SAPS. This will enhance and uplift safety and security strategy which aimed at controlling crime which is ever increasing within the city. This crime control risk plan will also give hope and pray for the society in ensuring that peace and harmony prevail at the municipal terrain.

7.2.13 Communication

Improve communication with community policing structures, society, non-governmental organisation (NGO) and business people about crime combating issues, programmes, plans, policies, and procedures. This will intensify relationship between community and TMPD with regards to crime information and awareness.

7.2.14 Partnerships

Collaboration or partnership with the community structures in dealing with crime is paramount in the policing system. Metro police should at all times robe in formal structures from community to be part of the force cluster. This will also assist in terms of dealing with the ever-increasing traffic congestion, crime hotspots and reporting of criminal activity. This will ensure that society gets involved in crime combating by reporting criminal activities because they have direct contact to the authority. All relevant crime-related information regarding drugs, thefts, bullying, rape, and other related criminal activities within the community should be communicated among the structures.

7.2.15 TMPD budget

Allocation of necessary funds to the TMPD through controlled and managed budget. This will assist in terms of procuring needed resources at all times.

Research question 4

What is the equipment needed by the metropolitan police officers to enable them to perform their tasks effectively?

Research objective 4: To determine the equipment needed by metropolitan police officers to enable them to perform their task effectively.

7.2.16 Provision of operational and administration equipment

Provision of operational and administration equipment which is not limited to firearms, uniform, baton, handcuffs, radios, bullet proofs and other valuable policing equipment which are necessary for police officials to execute their policing role without disturbance. This will define the type of policing community is getting from the government and also pin the hope of peace within society. Municipal police members will be able to advance positively in terms of their patrols and policing within residential and business areas when in possession of this equipment. These equipment should be administered and managed in a very sophisticated and sustainable manner by the TMPD not the city logistic department. In policing environment, communication is the key to success without radios police will not deal with crime.

7.2.17 Vehicles for operational requirements

Metro police should provide enough vehicles for operational members to enable them to eradicate crime within the cities. These vehicles should be controlled and managed by TMPD through their own Fleet and Logistics Management Division. It will allow the TMPD to know how many vehicles are running and how many are in for repairs so that they balance the workforce. Vehicles should be allocated according to the number of workforce and the demands of the specific directorates. This will allow directorates or units to have a space or room for ownership in terms of vehicles responsibility and accountability.

Research question 5

Are there adequate resources in the metro police facilities to enable the officers to help police combat crime effectively?

Research objective 5: To determine adequate resources in the metro police facilities which will enable the officers to help combat crime effectively.

7.2.18 TMPD budget and operational requirements

Adequate budget should be allocated according to operational demands and needs of specialised and regionalised metro police units. Right budget allocation will assist and enhance metro police directorates with necessary financial muscles to procure and buy needed police equipment and resources to deal with criminal activity.

Research question 6

What level of training is appropriate for the metropolitan police officer to be effective in crime prevention?

Research objective 6: To determine level of training appropriate for the metropolitan police officer to be effective in crime prevention.

7.2.19 Skills development in the TMPD

Skills development and in-service metro police trainings on existing members to be conducted regularly which is one year period. This will ensure that municipal police officers are up to standard in terms of sophisticated crime demands. The municipal police will be able to put forward policing strategies that cluster out ever-increasing crime level. This policing tool will also build a tactical response base for metro police crime combating unit, especially selected directorates which will deal with different criminal behaviour, aggressions, and patterns.

7.2.20 Selection and recruitment in the TMPD

Improvement of selection and recruitment criteria on new metro police officers at training academy. Metro police colleges and training centres should be administered and managed by current and former career police members who qualified in terms of policing or legal matters. This will ensure that new recruits are selected based on merit and not on nepotism and corruption. This will increase credibility and reliability to our municipal policing system by ensuring that career and professional police members are unearthed to deal with criminal activities at local level.

7.2.21 Training in the TMPD

Create a set of training environment and curriculum that will advance metro policing concept through up-to-date teaching and training based on recent policing research studies. This will assist metro police management to strategise in terms of creating policing units with relevant capacity and skills.

7.3 CONCLUSION

It is clear from the above-mentioned discussion that crime prevention mandate of municipal police department is a serious challenge, its effect are debilitating and affecting the service delivery in terms of safety and security negatively. South Africa has SAPS

as a solely crime prevention buster in terms of the constitution of South Africa. Nevertheless, eradication of crime in the country needs a partnership of all law enforcement agencies and community as outlined in the National Crime Prevention Strategy of 1996. Fighting the scourge of crime is still far from being over and good outcomes being achieved as long as there is no political will from the governing body. The methodology and research design of this research have accordingly addressed the stated research questions and does indeed show that there are many challenges for TMPD in executing crime prevention mandate.

The research outcome shows that there is a serious need to formulate Municipal Police Act, introduce new curriculum and teaching on new and current metro police members. The enactments of this Act will empower metro police officers to independently execute crime prevention role within the municipal areas which will include investigation of crimes, preservation of evidence and other related functions. There is also a need for resources at all kinds since they are pillars of every institution to be able to execute their policing functions at all times. Therefore, the need of qualified and experienced police officials in the operational, management and metro police training college drive metro police to a destined future is a prerequisite.

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ANNEXURE A: ETHICAL CLEARANCE CERTIFICATE



COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 2016/06/14

Reference: ST 50

Applicant: K. Madihlaba

Dear K. Madihlaba
(Supervisor: Dr J Kole)

DECISION: ETHICS APPROVAL

Name	K. Madihlaba
Proposal	Challenges experienced by Tswana Metropolitan Police Department on the execution of their crime prevention mandata
Qualification	MTech

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. **Final approval is granted.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics.

The proposed research may now commence with the proviso that:

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*

http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf

2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*



Open Rubric

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392, Unisa, 0003, South Africa
UNISA/UNISA 2016/06/14

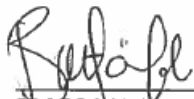
An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants

3. *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

Note:

The reference number (top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.

Kind regards



PROF B W HAEFELE
CHAIR PERSON: RESEARCH ETHICS
REVIEW COMMITTEE
COLLEGE OF LAW



PROF R SONGCA
EXECUTIVE DEAN:
COLLEGE OF LAW

ANNEXURE B: INFORMED CONSENT FORM QUALITATIVE DATA COLLECTION

Researcher : Mr Kwapeng Elvis Madihlaba

Department of Criminology and Security Science

Telephone/Cellphone : 0799912973

Supervisor : Dr John Kole

Department of Criminology and Security Science

Telephone/Cellphone : 0822534882

Dear Research Respondent,

Challenges experienced by Tshwane Metropolitan Police Department on the execution of their crime prevention mandate

Thank you for your involvement in this research study. Please see the attached research proposal for more information regarding the study. It is deemed ethical practice to obtain informed consent from a research respondent prior to the commencement of a research imitative. Informed consent involves the following:

1. Purpose of the study. The present study is being undertaken for the fulfillment of a Magister Technologiae in Criminology and Security Science at the University of South Africa. The main purpose of this research is to:

- explore, describe, explain and analyse the challenges confronting the metro police officers on their crime prevention mandate, determine and contribute on the development of interpretation of crime prevention processes within the municipal police fraternity;
- Provide researchers with new innovative ideas or solutions other than the actual crime situation on evaluating the rationality and relevance of crime prevention theories and practices;
- identify the crime prevention interventions that can be implemented to address the bottlenecks that hinder the metro police's operational efficiency in crime prevention and;
- Propose guidelines on how the metro police can integrate with South African Police Services and other law enforcement agencies in combating of crime.

2. Procedures. Data will be collected using both qualitative and quantitative research methods.

Qualitative method: Twenty (20) one-on-one interviews will be conducted with the TMPD (TMPD) members at operational level (ten superintendents, five senior superintendents, and five commanders). Five (5) one-on-one interviews will be conducted with the TMPD members from top management (Chief of police, one deputy chief and three directors). The interview will not last longer than 60 minutes and will be held according to the participants convenience. The interviews will be recorded (after the participants gave consent for recording to take place), and notes will be written during the interview. Interview will be conducted using language preferred by respondents. The interview will serve as a means to gain insight and knowledge from the participants' respective fields. This will provide the opportunity to focus on the views of TMPD officers who are experiencing challenges with regard to their crime prevention role.

Quantitative method: Survey questionnaires will be distributed to one hundred (100) members at junior level.

If the research participant does not understand any question, the researchers will be able to translate it to the respondent's language for clarity. During the process of collecting data the researcher will ensure that the participants are free from any form of injury since this study presents no threat or potential danger to the participants. Interviews will only be conducted in an environment that is free from any danger.

Population and sampling: The current personnel strength of the Tshwane Metro Metropolitan Police is estimated at 3280 staff members, consisting of the following groups:

- 647 support and administrative staff members;
- 1525 operational members, who are registered as traffic officers; and
- 581 Traffic Wardens and students.

This research will be limited to the 2052 operational members of the TMPD. The mentioned population can be divided into three distinct sub-populations. These three sub-populations will be structured in accordance with the ranking structure of the TMPD. The following separation of the ranking system will apply when interviewing officers:

- Firstly, military based protocols observed within the TMPD demands that senior official's ranks and status within the organization are respected, and that certain military type etiquettes and protocols are observed; and
- Secondly, the presence of executive and senior officials may negatively influence the participation of lower ranking officials. Lower ranking officials might feel intimidated by the presence of these senior officials, causing them not to express their views and opinions freely.

The method that will be used to sample this study is purposive or judgmental sampling and it will engage to select participants for the purpose of gaining first-hand information on challenges experienced by Metro Police in their role in crime prevention.

3. Risks and discomfort: There are no predetermined risks accompanying this study. Children are not part of the respondents. The research participant is merely providing the researcher with knowledge about the crime prevention challenges they experience. Participants will be free to terminate the interviews should they no longer feel comfortable with the interviews.

4. Benefits: The findings will also, hopefully, enable the researcher to recommend the possibilities on how the participants can do to overcome the challenges related to crime prevention mandate; it will also contribute towards the development of new ideas in the interpretation of crime prevention phenomenon within the metropolitan and municipal jurisdiction. The research findings may also be incorporated into the study materials of students in the department of Criminology and Security Science in a way of benefiting the broader research community.

5. Respondent's rights: Respondents are at liberty to withdraw from the study at any stage of the research provided a courtesy notification of withdrawal is communicated to the researcher. No negative repercussions will be enacted on the respondent as a result of withdrawing as participation is voluntary. All data received from the respondent until the time of withdrawal will be utilised. The researcher will ensure that the well-being of participants or respondents is not compromised and the participants are protected at all times. The participants in this study will be requested to sign consent form that explains

the contents of the study.

6. Confidentiality: All information will be regarded as personal and confidential. The researcher will not disclose respondents' names or contact details in any way. The researcher will take into account issues of honesty through professional conduct and behaviour in this study. The study will be guided by the norms, values, morals and dignity of the people participating in the study at all times.

7. Data storage and dissemination of findings. The information received will be stored in a lockable safe with (password protected) by the researcher. Only the researcher will have access to this data. The findings of the research will be documented in the form of an academic dissertation.

8. Ethical considerations. This research will adhere to ethical code of Human Science Research Council and the UNISA Code of Ethics. The study will be ethically constructed and approved by UNISA's Ethical Committee.

9. Questions and concerns. The researcher welcomes any questions or concerns regarding the research study. All participants will be given a platform to air their views and they will be taken into account to accommodate the participants.

10. Expected duration of the study: The researcher has three years (January 2015 – December 2017) to complete the study under this topic. This is the second year of the study. Fieldwork is expected to start from 01 August 2016 until 31 October 2016.

Please provide your initials and surname below:

I understand my rights as a research respondent and voluntarily give my consent to participate.	
Research respondent:	Date:
Researcher:	Date:

ANNEXURE C: PERMISSION LETTER

Name of recipient

Company

Address

Date

Dear Mr /Ms

RE: REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH AT YOUR ORGANISATION

I would like to request permission for Mr Kwapeng Elvis Madihlaba (currently a student doing MTech degree with the Department of Criminology and Security Science, Programme Security Management, School of Criminal Justice, College of Law at the University of South Africa) to undertake research at your organisation. The title of his research project is "CHALLENGES EXPERIENCED BY TSHWANE METROPOLITAN POLICE DEPARTMENT ON THE EXECUTION OF THEIR CRIME PREVENTION MANDATE".

DESCRIPTION OF THE PROJECT

Efficiency, effectiveness and the need of the integrated security systems protecting the industrial sector will be examined.

PURPOSE OF THE RESEARCH

The purposes of the research study are as follows:

- To evaluate the challenges that are confronting the metro police officers on their crime prevention mandate.

- To determine and contribute on the development of interpretation of crime prevention processes within the municipal police fraternity.
- To provide researchers with new innovative ideas or solutions other than the actual crime situation on evaluating the rationality and relevance of crime prevention theories and practices.
- To identify the crime prevention interventions that can be implemented to address the bottlenecks that hinder the metro police's operational efficiency in dealing with crime prevention.
- To propose guidelines on how the metro police can integrate with South African Police Services and other law enforcement agencies in combating of crime.

RESEARCH METHODS THAT WILL BE USED TO COLLECT INFORMATION

The research methods that will be used in this study include the followings:

- One-on-one interview with selected Directors, Chief of Police, Deputy Chief, Commanders, Senior Superintendent, and Superintendent. The interviews will be conducted on selected regional and specialised policing sections of which the number will be 15 metro police offices from respective ranks. The interviews will be semi structured and with both closed and open ended questions. This will give room to explore other themes that may not be covered in a mailed structured survey questionnaire.
- A detailed literature review will be conducted as soon as a research proposal has been approved. The secondary data to be collected will be in the form of relevant published books, Journals, Reports, publications from relevant associations, research reports, and internet sources of integrity and other sources of publication information.
- Survey questionnaire will be designed and distributed to the Inspectors, Sergeants and Constables who are on daily basis confronted by this crime prevention challenges. Self-administered questionnaires will be used, where the questionnaires are handed to the various selected respondents. They are then able to complete the questionnaires

themselves, but the researcher will be available in case the respondents experience any problems or have any questions. The questionnaire will consist mainly of closed-ended questions where the respondents are given a number of choices to choose from. However, there will also be a few open-ended questions, which will allow the respondents to provide their own answers, ideas and perceptions/ opinions on the research problem.

During the process of collecting data the researcher will ensure that the participants are free from any form of injury since this study presents no threat or potential danger to the participants. The researcher will also make sure that data that is collected is protected at all times. Data will be locked in a lockable cabinet where only the researcher will have access to it alone.

RELEVANCE/BENEFITS AND VALUES TO THE ORGANISATION

This would be one among the studies conducted in Tshwane Metropolitan Police Department.

- The Tshwane Metropolitan Police Department would, hopefully, be guided by the findings.
- The research will highlight the challenges experienced by metro police officials in their crime prevention mandate.
- The research will come up with the suggested solutions to the identified crime prevention challenges.
- Consequences for not addressing the crime prevention challenges experienced by metro police officers will be highlighted on this research.
- For Unisa, it is planned that the research result could possibly be inputted into future studies the Programme of Security Management in the Department of Criminology and Security Science.

Once permission is granted Mr Madihlaba would then be in touch with you or representative of your organisation for the scheduling of interviews or

administering of the research questionnaire with relevant employees in the organisation.

All the information that is received from the participants respondents will be treated with utmost confidentiality (i.e. respondents will remain anonymous and no reference will be made to their identity or of the organisation for which their work, Organisation and personal names will not be used in this research report, and participation in the research interviews will also be in voluntary basis).

The final dissertations (research report) once accepted will be placed in the Unisa Library and therefore in the public domain and can be accessed by interested parties. If any confirmation or other information is needed, I can be personally contacted on the telephone and cell numbers and e-mail address outlined:

Thanking you

Regards

..... (DR)

Olaotse John Kole

Senior lecture: Department of Criminology and Security Science

School of Criminal Justice, College of Law

University of South Africa

Email: Koleoj@unisa.ac.za

Tell: (012) 433 9541 Cell: 082 253 4882

Mr KE Madihlaba can also be directly contacted at the following:

Cell: 079 9912 973

Email: Elvismad@tshwane.gov.za or Kwapenge@gmail.com

ANNEXURE D: RESEARCH PROJECT: CHALLENGES EXPERIENCED BY TSHWANE METROPOLITAN POLICE DEPARTMENT ON THE EXECUTION OF THEIR CRIME PREVENTION MANDATE

Instructions:

Please answer all of the following questions as honestly as possible. Where required, please indicate your answer with a cross (X) in the box provided or write a response in the space provided. The information gathered for this study will assist the researcher in recommending solutions to the crime prevention challenges experienced by Tshwane metro police officers on their crime prevention mandate.

Please note: You do not need to identify yourself and the researcher will uphold anonymity of any respondent being linked to the project for the research findings in the final research report.

If there is not enough space below for your response, you can attach a separate page, writing a question number then your answer.

SURVEY QUESTIONS :

SECTION A (Demographic information)

The following questions are for statistical purposes only:

1. Gender:

Male	1	
Female	2	

2. Age:

16-20 years	1	
21-25 years	2	
26-30 years	3	
31-35 years	4	
36-40 years	5	
41-45 years	6	
46-50 years	7	
51 years and above	8	

3. Race:

Black	1	
Asian (other than Indians)	2	
Coloured	3	
Indian	4	
White	5	

4. What is your highest education qualification?

Standard 8/ Grade 10 and below	1	
Standard 9/Grade 11	2	
Standard 10/Grade 12	3	
Certificate	4	
Diploma (1 year)	5	
Diploma (2 years)	6	
Diploma (3 years)	7	
Advance diploma	8	
Degree	9	
Postgraduate degree	10	

5. Have you worked in Municipal Police before?

Yes	1	
No	2	

6. How long have you been working in municipal police?

Less than 1 year	1	
1-2 years	2	
3-5 years	3	
6-10 years	4	
11-15 years	5	
16-20 years	6	
More than 20 years	7	

7. What is your position/rank?

Position		
Chief of Police	1	
Deputy Chief of Police	2	
Director	3	
Commander	4	
Senior Superintended	5	
Superintended	6	
Inspector	7	
Sergeant	8	
Constable	9	
Warden	10	

SECTION B (Research questions)

8. Indicate the level of extent you perform the following duties or roles as per metro police mandate.

	[Roles]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Patrolling the streets	1	2	3	4	5
b	Writing traffic fines	1	2	3	4	5
c	Issuing of road traffic and by-laws notices	1	2	3	4	5
d	Observing of accidents	1	2	3	4	5
e	Control and monitoring of road traffic flow	1	2	3	4	5
f	Confiscating of hawker's goods	1	2	3	4	5
g	Checking of business licenses	1	2	3	4	5
h	Attending of noise complaint	1	2	3	4	5
i	Attending of selling goods without license	1	2	3	4	5
j	Crowd control in service delivery, unrest and strike situation	1	2	3	4	5
k	Arresting and detaining of a suspect	1	2	3	4	5
l	Investigation of serious crime	1	2	3	4	5
m	Preservation of evidence in court	1	2	3	4	5
n	Any other (specify)	1	2	3	5	5

9. Indicate the level of extent you think the structure of specialised policing in Tshwane Metro Police is effective in determining their set goals? [Ranks are written in order of seniority with bigger rank on top]

	[Ranks]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Chief of Police	1	2	3	4	5
b	Deputy Chief of Police	1	2	3	4	5
c	Director	1	2	3	4	5
d	Commander	1	2	3	4	5
e	Senior Superintended	1	2	3	4	5
f	Superintended	1	2	3	4	5
g	Inspector	1	2	3	4	5

h	Sergeant	1	2	3	4	5
i	Constable	1	2	3	4	5
j	Warden	1	2	3	4	5

10. Indicate the level of extent you think the structure of regional policing in Tshwane Metro Police is effective in determining their set goals? [Ranks are written in order of seniority with bigger rank on top]

	[Ranks]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Chief of Police	1	2	3	4	5
b	Deputy Chief of Police	1	2	3	4	5
c	Director	1	2	3	4	5
d	Commander	1	2	3	4	5
e	Senior Superintended	1	2	3	4	5
f	Superintended	1	2	3	4	5
g	Inspector	1	2	3	4	5
h	Sergeant	1	2	3	4	5
i	Constable	1	2	3	4	5
j	Warden	1	2	3	4	5

11. Indicate the level of extent the standard policies are utilised in the Tshwane metro police?

	[Standard policies]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Uniform and clothing policy	1	2	3	4	5
b	Firearm policy	1	2	3	4	5
c	Vehicle policy	1	2	3	4	5
d	By-laws policy	1	2	3	4	5
e	Employee progression policy	1	2	3	4	5

f	Security policy	1	2	3	4	5
g	Media policy	1	2	3	4	5
h	Communication policy	1	2	3	4	5
i	Documents formulation and approval policy	1	2	3	4	5
j	Computer use policy	1	2	3	4	5
k	Road policing policy	1	2	3	4	5
l	Funeral and ceremonial policy	1	2	3	4	5
m	Vehicle impoundment policy	1	2	3	4	5
n	Asset policy	1	2	3	4	5
o	Criminal record policy	1	2	3	4	5
p	Other (Specify)	1	2	3	4	5

12. Indicate the level of extent the standard procedures are utilised in the Tshwane metro police?

	[Standard procedure]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Standard procedures	1	2	3	4	5
b	Internal transfer procedure	1	2	3	4	5
c	Manual of order	1	2	3	4	5
d	Code of conduct	1	2	3	4	5
e	Saluting and compliments procedure	1	2	3	4	5
f	Chain of command and protocol procedure	1	2	3	4	5
g	Official correspondence procedure	1	2	3	4	5
h	Oath of office procedure	1	2	3	4	5
i	Ceremonial guard procedure	1	2	3	4	5
j	Access control procedure	1	2	3	4	5
k	Search and seizures procedure	1	2	3	4	5

l	Advance driving procedure	1	2	3	4	5
m	Tactical survival procedure	1	2	3	4	5
n	Defensive procedure	1	2	3	4	5
o	Firearm and ammunition procedure	1	2	3	4	5
p	Other (Specify)	1	2	3	4	5

13. To what extent are you happy about the services rendered by the Municipal Police in the following aspects?

	[Services by Municipal police]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	By-Law enforcement	1	2	3	4	5
b	By-law regulations on business	1	2	3	4	5
c	Inspections of hawkers licenses	1	2	3	4	5
d	management of business licenses	1	2	3	4	5
e	Attending and observing of accidents	1	2	3	4	5
f	Attending public complaints	1	2	3	4	5
g	Issuing of traffic fines	1	2	3	4	5
h	Issuing of motor vehicle and driving licenses	1	2	3	4	5
i	Patrolling residential areas	1	2	3	4	5
j	Deployment of metro police to collect crime related information	1	2	3	4	5
k	Investigation of crime	1	2	3	4	5
l	Arresting and detaining of suspects	1	2	3	4	5
m	Opening dockets	1	2	3	4	5
n	Controlling of crowds	1	2	3	4	5
o	management of road traffic	1	2	3	4	5
p	Other (specify)	1	2	3	4	5

14. Indicate the level of extent is the following challenges hinder Municipal Police in carrying out their duties?

	[Challenges]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Legislations limitations on powers and function of municipal police	1	2	3	4	5
b	Lack of resources	1	2	3	4	5
c	Control and management of municipal police by Municipal Manager	1	2	3	4	5
d	Unnecessary Skills development on municipal police	1	2	3	4	5
e	Poor in-service training	1	2	3	4	5
f	Unfair recruitment and selection process on new recruits	1	2	3	4	5
g	Duplication of functions	1	2	3	4	5
h	Political interference and influence on operations	1	2	3	4	5
i	Short period of training	1	2	3	4	5
j	Old curriculum at the police college	1	2	3	4	5
k	Lack of signed operational policies	1	2	3	4	5
l	Unclear investigation role of metro police on serious crimes	1	2	3	4	5
m	Poor progression and filling of posts	1	2	3	4	5
n	Other (specify)	1	2	3	4	5

15. Have these challenges negatively affected metro police officers during execution of their crime prevention duties?

Yes	1	
No	2	

16. Indicate the level of extent these solutions if put forward could address mentioned challenges?

	[Solutions]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Amendments of legislations on powers and functions of municipal police	1	2	3	4	5
b	Provision of necessary resources	1	2	3	4	5
c	Control and management of municipal police by national police	1	2	3	4	5
d	Necessary Skills development on crime prevention methods and approach	1	2	3	4	5
e	In-service training on investigation of crimes	1	2	3	4	5
f	Transparent and fair recruitment and selection on the new municipal police officers	1	2	3	4	5
g	Clear separation and delegation of functions between SAPS and Municipal police	1	2	3	4	5
h	Clear regulations on defiance of political interference and influence on operational matters	1	2	3	4	5
i	One-year period of training as specified by SAPS Act required	1	2	3	4	5
j	New curriculum on teaching and training at the police college	1	2	3	4	5
k	Signed operational policies and procedures on the role of metro police officers	1	2	3	4	5
l	Regulations enabling municipal police to investigate all crimes	1	2	3	4	5
m	Clear policies on progression	1	2	3	4	5

	and filling of critical posts					
n	Other (specify)	1	2	3	4	5

17. Are these solutions adequate to address the problems?

Yes	1	
No	2	

18. Indicate the level of extent these mentioned challenges will have to Tshwane Metro Police if not addressed?

	[operational impact]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	No safety services to the community	1	2	3	4	5
b	Lack of patrols on residential areas	1	2	3	4	5
c	Lack of policing unrest and strikes within the community	1	2	3	4	5
d	Low confidence from the community and business people	1	2	3	4	5
e	Late attendance on complains	1	2	3	4	5
f	No confidence on police services	1	2	3	4	5
g	No go area within the community	1	2	3	4	5
h	Lack of contact details of metro police control centre	1	2	3	4	5
i	Other (specify)	1	2	3	4	5

19. Indicate the level of extent are these crime prevention training conducted in your unit?

	[Crime prevention training]	Every month	2 – 3 months	4 – 6 months	6 – 12 months	Over a year
a	Advance motor vehicle training	1	2	3	4	5
b	Crime prevention training	1	2	3	4	5
c	Crowd control training	1	2	3	4	5
d	Firearm training	1	2	3	4	5

e	By-laws regulations training	1	2	3	4	5
f	Supervisory course	1	2	3	4	5
g	Pepper spray course	1	2	3	4	5
h	Tactical defence training	1	2	3	4	5
i	Point duty training	1	2	3	4	5
j	Tactical respond training	1	2	3	4	5
k	Dockets training	1	2	3	4	5
l	Policing course	1	2	3	4	5
m	Road traffic control training	1	2	3	4	5
n	Stop and approach training	1	2	3	4	5
o	Dangerous Weapons training	1	2	3	4	5
p	Radio Procedure training	1	2	3	4	5
q	Point duty training	1	2	3	4	5
r	AARTO courses	1	2	3	4	5
s	National road traffic regulation training	1	2	3	4	5
t	Training on attacks on police officers	1	2	3	4	5
u	Anti-corruption course	1	2	3	4	5
v	Other (specify)	1	2	3	4	5

20. Is pre-employment screening done on all applicants in Tshwane metro police services?

Yes	1	
No	2	

21. If yes, indicate why you say so.

It is done pre-employment	1	
It is done post-employment	2	
Other (specify)	3	

SECTION C (Crime prevention issues/matters)

22. To what extent are partnership between Tshwane Metro Police and community on crime combating?

	[Public participation]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Community safety meeting	1	2	3	4	5
b	Business against crime	1	2	3	4	5

	meeting					
c	Community safety meeting	1	2	3	4	5
d	Community policing meeting	1	2	3	4	5
e	Security cluster meeting	1	2	3	4	5
f	Other (specify)	1	2	3	4	5

23. Do the communities understand the role/functions of metro police? [Tick the relevant option]

<i>1. Strongly agree</i>	<i>2. Agree</i>	<i>3. Neutral</i>	<i>4. Disagree</i>	<i>5. Strongly disagree</i>

24. Do metro police officers have necessary training or skills to combat crime? [Tick the relevant option]

<i>1. Strongly agree</i>	<i>2. Agree</i>	<i>3. Neutral</i>	<i>4. Disagree</i>	<i>5. Strongly disagree</i>

25. Indicate the level of extent are these resources required for metro police to be effective in crime prevention?

	[Resources]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Officers	1	2	3	4	5
b	Vehicles	1	2	3	4	5
c	Bullet proof vest	1	2	3	4	5
d	Radios	1	2	3	4	5
e	Baton	1	2	3	4	5
f	Hand cuffs	1	2	3	4	5
g	Firearms	1	2	3	4	5
h	Pepper spray	1	2	3	4	5
i	Ammunitions	1	2	3	4	5
j	Necessary skills to combat crime	1	2	3	4	5
k	Budget	1	2	3	4	5
l	Other (specify)	1	2	3	4	5

26. To what extent are the following public participation forum in Tshwane Metro Police Department being utilised in crime combating or crime prevention?

	[Public participation forum]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Community policing forum	1	2	3	4	5
b	Security cluster forum	1	2	3	4	5
c	Sector policing forum	1	2	3	4	5
d	Business against crime	1	2	3	4	5
e	Other (specify)	1	2	3	4	5

27. Is Tshwane Metro Police Department executing their crime prevention mandate as prescribed by law?

1. <i>Strongly agree</i>	2. <i>Agree</i>	3. <i>Neutral</i>	4. <i>Disagree</i>	5. <i>Strongly disagree</i>

28. To what extent are these operational strategies implemented in the Tshwane Metro Police?

	[Strategies]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	By-laws strategy	1	2	3	4	5
b	Crime prevention strategy	1	2	3	4	5
c	Land invasion strategy	1	2	3	4	5
d	Crowd control strategy	1	2	3	4	5
e	Security strategy	1	2	3	4	5
f	Road policing strategy	1	2	3	4	5
g	National crime prevention strategy	1	2	3	4	5
h	White Paper on Safety and Security	1	2	3	4	5
i	Other (specify)	1	2	3	4	5

29. To what extent are these factors critical for the successful implementation of crime prevention role of Tshwane Metro Police?

	[Factors]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Legislation constraints on the investigation of crimes by metro police	1	2	3	4	5
b	Availability of resources	1	2	3	4	5
c	Budget allocations	1	2	3	4	5
d	Duplication of functions	1	2	3	4	5
e	Powers of metro police	1	2	3	4	5
f	Functions of metro police	1	2	3	4	5
g	Political influence and interference	1	2	3	4	5
h	Command and control of metro police	1	2	3	4	5
i	Amendment of legislation on powers and clear functions of metro police	1	2	3	4	5
j	Other (specify)	1	2	3	4	5

30. To what extent are these role players effective in strategic implementation of strategies and policies within the Tshwane metropolitan Municipality?

	[Role players]	Not to an extent at all	To a little extent	To some extent	To a large extent	To a very large extent
a	Top level management	1	2	3	4	5
b	Member of Mayoral Committee	1	2	3	4	5
c	Parliament	1	2	3	4	5
d	Council members	1	2	3	4	5
e	Municipal Manager	1	2	3	4	5
f	Executive Mayor	1	2	3	4	5
g	Minister of Police	1	2	3	4	5
h	Other (specify)	1	2	3	4	5

31. Any other comments

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**THANK YOU FOR YOUR TIME IN PARTICIPATING IN THIS
RESEARCH SURVEY**

<u>OFFICE USE ONLY:</u>			
Questionnaire number			
Municipality			
Area number			
Consent form signed	Yes		No

ANNEXURE E: LANGUAGE SPECIALIST CERTIFICATE

EDITING AND PROOFREADING CERTIFICATE

7542 Galangal Street

Lotus Gardens

Pretoria

0008

25 January 2018

TO WHOM IT MAY CONCERN

This letter serves to confirm that I have edited and proofread Mr KE Madhlaba's dissertation entitled: "The challenges experienced by Tshwane Metropolitan Police Department in the execution of their crime prevention mandate."

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my particulars:

Jack Chokwe (Mr)

Contact numbers: 072 214 5489

jackchokwe@gmail.com

<http://www.academicproeditor.com>

Professional
EDITORS 
Guild

ANNEXURE F: TURNITIN CERTIFICATE



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Submission ID: 902186351

The challenges experienced by Tshwane Metropolitan Police
Department in the execution of their crime prevention mandate

By

Kwapeng Elvis Madihlaba

Submitted in fulfillment of the requirements
for the

MAGISTER TECHNOLOGIAE

Security Management

UNIVERSITY OF SOUTH AFRICA

Supervisor: Dr O. J. Kole

January 2018

i

ANNEXURE G: GATEKEEPERS PERMISSION



Community Safety Tshwane Metropolitan Police

Room B10 | 1st Floor | Tshwane Metro Police Department | Head Office
Cnr WF Nkomo Street and E'skia Mphahlele Drive | Pretoria | 0002
PO Box 440 | Pretoria | 0001
Tel: 012 358 5912/012 358 0156 | Fax: 086 214 4705 | 012 358 0193
Email: JennyM@tshwane.gov.za | www.tshwane.gov.za | www.facebook.com/CityOfTshwane



My ref:
Your ref:
Contact person: JC Malan
Section/Unit: Acting Chief of Police

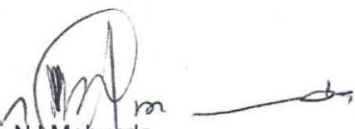
Tel: 012 358 5912/0156
Fax: 012 358 0193
Email: JennyM@tshwane.gov.za

23 December 2015

DEAR KE MADIHLABA
TSHWANE METROPOLITAN POLICE DEPARTMENT

APPROVAL LETTER TO CONDUCT RESEARCH STUDY AT TSHWANE METRO POLICE DEPARTMENT

This letter serves to confirm that your request to conduct the research study on the title: CHALLENGES EXPERIENCED BY TSHWANE METROPOLITAN POLICE DEPARTMENT ON THE EXECUTION OF THEIR CRIME PREVENTION MANDATE, in our organisation is granted. We hope that this study will add value to the Tshwane Metropolitan police Department.


N.J. Mabunda
DIRECTOR: PROTECTION SERVICES

Recommended / Not Recommended / Recommended as Amended

Date: 23/12/2015


RR Mahlaule
DEPUTY CHIEF OF POLICE: SPECIALISED POLICING
Recommended / Not Recommended / Recommended as Amended

Date: 23/12/2015